

## EXECUTIVE BOARD

22<sup>ND</sup> MARCH 2006

**PRESENT:** Councillor A Carter in the Chair  
Councillors D Blackburn, J L Carter, Harrand,  
Harris, Jennings, J Procter, Smith and Wakefield  
  
Councillor Blake – Non-voting advisory member

### 222 **Substitute Member**

Under the terms of Executive Procedure Rule 2.3 Councillor Bentley was invited to attend the meeting on behalf of Councillor Harker

### 223 **Exclusion of the Public**

**RESOLVED** – That the public be excluded from the meeting during consideration of Appendix 1 to the report referred to in minute 229 and Appendix 1 to the report referred to in minute 240 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 Procedure Rules as indicated in the minute.

### 224 **Declarations of Interest**

Councillors Smith and Wakefield declared personal and prejudicial interests in the item relating to Ensuring a Patient-Led NHS (minute 233) and personal interests in the item relating to Our Health, Our Care, Our Say (minute 234) as non-executive members of the South and East Leeds PCTs respectively.

Councillor Harris declared personal and prejudicial interests in the items relating to Review of Cemeteries and Crematoria (minute 247) in relation to Jewish community interests in this matter and Discretionary Licensing of the Private Rented Sector (minute 243) as an owner of rented property.

Councillors Blake and Harrand declared personal interests in the items relating to Ensuring a Patient-Led NHS (minute 233) and Our Health, Our Care, Our Say (minute 234) as members of the Making Leeds Better Board.

Councillor Jennings declared a personal interest in the item relating to Review of Cemeteries and Crematoria (minute 247) having a family plot at Lawnswood Cemetery.

Councillor D Blackburn declared a personal interest in the item relating to Community Centres (minute 245) as a member of a community centre management board.

All members present declared personal interests in relation to school performance matters as referred to in minutes 229,230 and 231 as governors of schools referred to in those reports.

**225 Beacon Status for Procurement Services**

The Chair reported that the Council's Procurement Service had been awarded Beacon status.

**RESOLVED** – That procurement staff be congratulated on this achievement.

**226 Minutes**

The Director of Legal and Democratic Services reported that subsequent to the February meeting Councillors A Carter, Harris and J Procter had accepted advice that the personal interests which they had declared in relation to minute 209 (Leeds City Council's Shareholding in Leeds/Bradford International Airport) were in fact personal and prejudicial interests and that as they had remained in the room during consideration of the matter it would now be appropriate that the matter be reconsidered at this meeting (minute 248)

**RESOLVED** - That the minutes of the meeting of the Board held on 17<sup>th</sup> February 2006 be approved subject to a correction in part (d) of minute 217 to replace the word 'Council' with the word 'Church' and to reconsideration of the decision referred to in minute 209 by this meeting of the Board.

**LEARNING**

**227 Review of Home to School Transport Policy**

The Chief Executive of Education Leeds submitted a report on proposed amendments to the scope and terms of the Home to School Transport Policy.

**RESOLVED** – That the revised policy be approved for implementation on 1<sup>st</sup> January 2007 which will allow time for publication in the 2007-2008 Starting School in Leeds Booklets.

**228 Recent OFSTED Inspections**

The Chief Executive of Education Leeds submitted a report on the outcomes of recent OFSTED Inspections during the autumn term 2005.

**RESOLVED** – That the report and the impact of the change in the inspection framework be noted.

**229 Report on Schools Causing Concern**

The Chief Executive of Education Leeds submitted a report on actions being followed to ensure that the schools causing the most serious concerns are being monitored, supported and challenged through planned interventions.

Following consideration of appendix 1 to the report designated as exempt under Access to Information Procedure Rule 10.4(2) which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

(a) That the report, the actions taken in schools causing concern and the impact of the change in the inspection framework be noted.

- (b) That this Board notes with appreciation and commendation the improvement and progress in school provision in the city made by Education Leeds

**230 (a) Annual Achievement in Leeds Primary Schools 2004/05**

The Chief Executive of Education Leeds submitted a report on the performance of primary schools during 2004-05 and the action taken by Education Leeds to fulfil its responsibilities.

**RESOLVED** – That the report be noted and the actions taken by Education Leeds to fulfil its responsibilities be approved.

**(b) Annual Achievement in Secondary Schools 2004/05**

The Chief Executive of Education Leeds submitted a report on the performance of secondary schools during 2004/05 and the actions taken by Education Leeds to fulfil its responsibilities

**RESOLVED** – That the report be noted and the actions taken by Education Leeds to fulfil its responsibilities be approved.

**231 Primary Review: Outcome of Statutory Notices for the Reorganisation Proposal in Far Headingley**

Further to minute 149 of the meeting held on 14<sup>th</sup> December 2005 the Chief Executive of Education Leeds submitted a report on the outcome of the statutory representation period for the proposed closure of Beckett Park Primary School in Far Headingley.

**RESOLVED –**

- (a) That, having considered the representations received, the proposal to close Beckett Park Primary School on 31<sup>st</sup> August 2006 be proceeded with.
- (b) That this Board notes that as a result of the representations the determination of the notice falls to the School Organisation Committee.
- (c) That the comments prepared by Education Leeds and contained in the submitted report serve as the LEA's response to the representations for consideration by the School Organisation Committee, subject to clarification of paragraph 3.4 of the report with regard to the position of Beecroft Primary School.

**CHILDREN'S SERVICES**

**232 Children and Young People's Plan**

The Director of Children's Services submitted a report outlining the key issues within the first Children and Young People's Plan as presented by the report.

**RESOLVED –**

- (a) That the Children and Young People's Plan be recommended to Council for approval on 5<sup>th</sup> April 2006 to allow publication by 26<sup>th</sup> May 2006.
- (b) That Council be recommended to authorise the Chief Executive to update and complete the Plan with any outstanding information prior to its formal publication on 26<sup>th</sup> May 2006.
- (c) That Council be recommended to authorise the Executive Board to make any necessary in year amendments to the Plan subject to the amendments being reported to the next available Council meeting.

**SOCIAL CARE AND HEALTH**

**233 Ensuring a Patient-Led NHS**

The Chief Executive submitted a report on the consultation on proposed new strategic health authority arrangements in Yorkshire and the Humber and new primary care trust arrangements in West Yorkshire. The proposals entailed the merger of all Yorkshire and Humberside Strategic Health Authorities into one and the merger of PCTs to be co-terminus with local government boundaries, thus creating a single PCT for Leeds. The response to the consultation from the Scrutiny Board (Health and Wellbeing) was circulated at the meeting.

**RESOLVED** – That the proposals for a single PCT for Leeds and a single Strategic Health Authority for Yorkshire and the Humber be supported and that the draft response to the West Yorkshire Strategic Health Authority appended to the report be approved.

(Having declared personal and prejudicial interests Councillors Smith and Wakefield left the meeting during consideration of this item)

- 234 Our Health, Our Care, Our Say: A New Direction for Community Services**  
The Director of Adult Services submitted a report on the content of the White Paper 'Our Health, Our Care, Our Say' published by the Department of Health in January 2006.

**RESOLVED** – That the content of the White Paper be noted and that a further report be brought to the Board on proposals to implement the requirements in Leeds.

#### **CENTRAL AND CORPORATE**

- 235 Your City – Your Future, the Leeds Business Case**  
The Chief Executive submitted a report on the proposed business case for submission to the Minister of Communities and Local Government under the Your Cities, Your Future initiative.

**RESOLVED** – That the content of the Leeds Business Case be endorsed.

#### **DEVELOPMENT**

- 236 West Yorkshire Casualty Reduction Partnership**  
The Director of Development submitted a report on the proposed continuing participation of the Council in the West Yorkshire Casualty Reduction Partnership.

**RESOLVED** –

- (a) That the City Council's continued membership of the West Yorkshire Casualty Reduction Partnership be endorsed.
- (b) That, subject to approval of the Operation Case for 2006-07 by the Department of Transport and subsequent consultation with Ward Members, authority be given to proceed with the implementation of the proposals and the signing of the Partnership's Memorandum of Understanding.

**237 Local Development Framework – Revised Local Development Scheme**

The Director of Development submitted a report on the proposed revised Leeds Local Development Framework – Local Development Scheme for submission to the Secretary of State.

**RESOLVED –**

- (a) That the updated and revised Local Development Scheme as attached at Appendix 1 to the report be approved for submission to the Secretary of State pursuant to Section 15 of the Planning and Compulsory Purchase Act 2004.
- (b) That the revised Local Development Scheme be brought into effect as from 1 May 2006, subject to one of the requirements set out below having been met. Namely that either:
- during a period of 4 weeks starting on the day the Council submits the scheme to the Secretary of State the Council receives from the Secretary of State notice that he does not intend to give a direction to amend the scheme, or
  - the Council has received such a direction and has either complied with it or received notice that it has been withdrawn, or
  - the Council has received notice that the Secretary of State requires more time to consider the scheme and either has subsequently received notice that the Secretary of State does not intend to give a direction or a direction has been complied with or withdrawn, or
  - the 4 week period has ended and the Council has not received either:
    - (i) a notice that the Secretary of State does not intend to give a direction
    - (ii) a direction
    - (iii) notice that the Secretary of State requires more time to consider the scheme.
- (c) That the Director of Development be authorised to make any necessary changes to the revised Local Development Scheme prior to it coming into effect in order to comply with a direction from the Secretary of State pursuant to Section 15(4) should one be received.

**238 Local Development Framework – Statement of Community Involvement**

The Director of Development submitted a report on the proposed revised Statement of Community Involvement for submission to the Secretary of State.

**RESOLVED –**

- (a) That the outcome of formal consultation already undertaken be noted.
- (b) That the Council be recommended to approve the draft Statement of Community Involvement for submission to the Secretary of State for independent examination, pursuant to section 20 of the Planning and Compulsory Purchase Act 2004.

**239 Regional Spatial Strategy – Draft Yorkshire and Humber Plan**

The Director of Development submitted a report on the City Council's formal consultation response to the document intended to form the basis of the Council's objections at the Examination in Public.

**RESOLVED –**

- (a) That the report be noted.
- (b) That the schedule at appendix 1 to the report be approved as the Council's formal response to this pre-submission consultation stage in the preparation of the Yorkshire and Humber (Regional Spatial Strategy).

**240 Former Littlemoor School, Rawdon**

The Director of Development submitted a report on discussions held between the Council and the two parties shortlisted in respect of the redevelopment of the site.

Appendix 1 to the report was designated as exempt under Access to Information Procedure Rule 10.4(3), was circulated at the meeting and was considered in private at the conclusion of the meeting following which it was

**RESOLVED** – That this Board considers that the merits of retaining the school building represent sufficient social and environmental benefits to justify a less than best consideration disposal of this property and therefore instructs the Director of Development to dispose of the property to Avenir Properties Ltd. accordingly

**241 The Gambling Act 2005 – Casino Development**

The Director of Development submitted a report on the provisions of the Gambling Act 2005, on the government's determination as to casino provision in the region and on the proposed submissions to the Casino Advisory Panel in relation to Leeds.

**RESOLVED** – That the Council is strongly in favour of having both a Regional and a Large casino within the district of Leeds and that the Director of Development submit formal proposals to the Casino Advisory Panel setting out the reasons why Leeds is the most appropriate location.

**NEIGHBOURHOODS AND HOUSING**

**242 Community Centres**

The Directors of Neighbourhoods and Housing, Learning and Leisure, Development and City Services submitted a joint report on proposed future arrangements for the Council's community centres and Area Committee responsibilities for them.

**RESOLVED** –

- (a) That the proposals outlined in the report be approved, subject to account being taken, in the implementation of arrangements for the lease of centres to community organisations, of the ability of such organisations to commit to full repairing leases.
- (b) That an initial Area Function Schedule for the centres currently vested with the Neighbourhoods and Housing Department be brought to the next meeting of this Board.
- (c) That an amended Area Function Schedule covering all centres to come under the control of the Area Committees be brought to this Board in six months time.

**243 Discretionary Licensing of the Private Rented Sector within Leeds**

The Director of Neighbourhoods and Housing submitted a report on the proposed development and implementation of a strategy for the discretionary licensing provisions contained within the Housing Act 2004 which enable local authorities to licence certain private sector rental properties, in order to better manage the sector through licence conditions and address issues of low demand and anti social behaviour.

**RESOLVED –**

- (a) That approval be given to the proposals to seek consent to adopt the powers under Part 3 of the Housing Act 2004 for Selective Licensing of the Private Rented Sector.
- (b) That officers submit business cases to the Secretary of State for consideration in relation to Beeston Hill/Holbeck and Cross Green/East End Park.
- (c) That the Board notes the powers available under Part 2 of the Housing Act 2004 to allow licensing of low-risk HMOs, and approves the proposal that a decision on implementation be deferred for 12 months, following the introduction of mandatory HMO licensing in April 2006.

(Having declared a personal and prejudicial interest Councillor Harris left the room during consideration of this item)

**244 Food Safety Service**

The Director of Neighbourhoods and Housing submitted a report on a proposed Food Safety Strategy Update 2005/2008 to be recommended to full Council and on the development of the wider Food Strategy for Leeds 'Leeds Food Matters'.

**RESOLVED –** That the Food Safety Service Strategy Update 2005/2008 be approved for submission to full Council as part of the budget and policy framework and that the 'Leeds Food Matters' document be endorsed as a food strategy for Leeds.

**245 Deputation to Council – Chapeltown Community Centre Action Group Regarding the Closure, Demolition and Lack of Replacement for the Centre**

The Director of Neighbourhoods and Housing submitted a report in relation to the Deputation to Council on 28<sup>th</sup> February 2006 by the Chapeltown Community Centre Action Group. All members of the Board had been in receipt of a letter from the Action Group prior to the meeting.

**RESOLVED –** That it be noted that the North East (Inner) Area Committee will oversee a review of the current community provision in the Chapeltown area following the principles and policy of the Community Centres Review approved by this Board.

**LEISURE**

**246 Appraisal of Trust Options for Sports Services**

The Director of Learning and Leisure submitted a report on the proposed development of a Not for Profit Sports Trust to manage the Sport and Active Recreation Service.

**RESOLVED –**

- (a) That approval be given in principle to the development of a Non Profit Distributing Organisation for the Sport and Active Recreation Service.
- (b) That all savings accruing from the establishment of the Trust be reinvested back into the Trust and the city's Sports Centres to help maintain and improve service delivery.
- (c) That a project management board be established to oversee the inception of the project and the subsequent project development requirements
- (d) That reports be brought back to this Board indicating progress and seeking necessary approvals.

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

**247 Review of the Cemeteries and Crematoria 50 Year Strategy: Cemetery Provision for North East Leeds**

Further to minute 23 of the meeting of the Board held on 21<sup>st</sup> July 2004 the Director of Learning and Leisure and the Director of Development submitted a joint report reviewing the Cemeteries and Crematoria 50 Year Strategy.

Members considered the strategy for future cemetery provision in the City and, in respect of East/North East Leeds considered the following options: provision of a large cemetery (46 acre cemetery at Whinmoor), provision of a medium size cemetery by proceeding with phases 1 to 3 of the Whinmoor proposal or provision of small cemeteries.

**RESOLVED –** That in pursuit of the option for small cemetery provision the following be agreed:

- (a) That negotiations take place with Leeds Federated Homes on the acquisition of the Brander Mount site adjacent to Harehills Cemetery and that a feasibility study be undertaken on its development as a Muslim burial site.
- (b) That the feasibility of the Whinmoor Grange site as a small cemetery be examined taking account of the possible need to co-locate such a facility with replacement Red Hall facilities (the Nursery, East Leeds Depot and sports pitches).
- (c) That the S299 agreement with the Killingbeck developer and the Secretary of State for Health be renegotiated with a view to developing a 5 acre cemetery within the allocated greenspace provision for the site.
- (d) That a further report be brought to the Board on this matter by September 2006.

(Having declared a personal and prejudicial interest Councillor Harris left the meeting during consideration of this item)



**248 Leeds City Council's Shareholding in Leeds/Bradford International Airport**

Councillors A Carter, Harris and J Procter declared personal and prejudicial interests in this matter as members or alternate members of the Airport Board and left the meeting.

Councillor D Blackburn was voted to, and took the Chair.

The Board reconsidered the facts as previously presented and

**RESOLVED** – That the decision of the meeting held on 17<sup>th</sup> February as contained in minute 209 of that meeting be ratified

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

DATE OF PUBLICATION: 24<sup>TH</sup> MARCH 2006  
LAST DATE FOR CALL IN : 31<sup>ST</sup> MARCH 2006 (5.00 PM)

(Scrutiny Support will notify relevant Directors of any items called in by 12.00 noon on 3<sup>rd</sup> April 2006)

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**Report of the Chief Democratic Services Officer**

**Executive Board**

**Date: 19<sup>th</sup> April 2006**

**Subject: Young People's Scrutiny Forum**

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**Electoral Wards Affected:**

**Specific Implications For:**

- Ethnic minorities
- Women
- Disabled people
- Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

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**EXECUTIVE SUMMARY**

1. Following a deputation to Council from the Leeds Youth Council, and a subsequent referral from Executive Board, Scrutiny Board (Children and Young People) resolved at its meeting on 17<sup>th</sup> November 2005 to:-
  - accept a referral from Executive Board to initiate an Inquiry, involving young people, into Fairtrade in Leeds schools
  - establish a Young People's Scrutiny Forum and delegate the task of undertaking the Fairtrade Inquiry to the Forum
2. The Young People's Scrutiny Forum consisted solely of young people, with membership drawn from the Leeds Youth Council. Whilst supported by the Scrutiny Support Unit the work of the Forum is their own. The Forum has met on three occasions and has taken written and oral evidence from a number of people.
3. On 1<sup>st</sup> March the Forum agreed its final report. The Scrutiny Board (Children and Young People) received and endorsed the Forum's recommendations on 16<sup>th</sup> March.
4. Members have previously agreed that as the originator of the request for Scrutiny the Forum's final report would be presented to the Executive Board for information..

## 1. Purpose Of This Report

1.1 The purpose of this report is to present to Executive Board the report produced by the Young People's Scrutiny Forum into Fairtrade in schools.

## 2. Background Information

2.1 Following a deputation to Council from the Leeds Youth Council, and a subsequent referral from Executive Board, Scrutiny Board (Children and Young People) resolved at its meeting on 17<sup>th</sup> November 2005 to:-

- accept a referral from Executive Board to initiate an Inquiry, involving young people, into Fairtrade in Leeds schools
- establish a Young People's Scrutiny Forum and delegate the task of undertaking the Fairtrade Inquiry to the Forum
- project manage the Inquiry, starting with agreeing the Forum's terms of reference.

2.2 The terms of reference for the Inquiry were agreed by the Scrutiny Board (Children and Young People) at its meeting on 15<sup>th</sup> December 2005. The purpose of the Inquiry was to make an assessment of and, where appropriate, make recommendations on the following areas:

How involved are Leeds schools currently in

- using Fairtrade products across the school?
- including learning around Fairtrade issues?
- selling Fairtrade products?
- how can Leeds schools be encouraged to become more involved in Fairtrade in all the aspects listed above?

2.3 The Young People's Scrutiny Forum consists solely of young people, with membership drawn from the Leeds Youth Council. Whilst supported by the Scrutiny Support Unit the work of the Forum is their own. The Forum has met on three occasions and has taken written and oral evidence from a number of people.

2.4 On 1<sup>st</sup> March the Forum agreed its final report. This is attached as Appendix 1. The Scrutiny Board (Children and Young People) received the Forum's report on 16<sup>th</sup> March and resolved the following;

- That the Young People's Scrutiny Forum inquiry report into Fairtrade be received and the recommendations endorsed;
- That the Young People's Scrutiny Forum inquiry report into Fairtrade be referred to the Executive Board for its consideration;
- That the Executive Board be recommended to directly refer its comments on the inquiry report to the Young People's Scrutiny Forum in addition to the Scrutiny Board (Children and Young People).

2.5 Members have previously agreed that as the originator of the request for Scrutiny the Forum's final report would be presented to the Executive Board.

2.6 In attendance at today's meeting will be Holly Dixon, the Chair of the Young People's Scrutiny Forum.

### **3. Main Issues**

- 3.1 The Young People's Scrutiny Forum makes a number of recommendations. Whilst none are directly addressed to the Executive Board the Forum would like to ask the Executive Board to endorse the recommendations and to encourage their implementation.

### **4. Implications For Council Policy And Governance**

- 4.1 Leeds was designated a "Fairtrade City" by the Fairtrade Foundation in March 2004. The recommendations within the Forum's report are consistent with the objectives of the Fairtrade Foundation.

### **5. Legal And Resource Implications**

- 5.1 There are no legal or resource implications for the City Council, however there may be resource implications for those individual schools wishing to purchase a greater proportion of Fairtrade products.

### **6. Conclusions**

- 6.1 The Young People's Scrutiny Forum was born out of a deputation to Council by the Leeds Youth Council. The subsequent exercise of establishing and running the Forum, gathering evidence and drafting reports and attending formal meetings of the Council has given those involved a unique opportunity. Firstly to work on a key commitment in the Youth Council's manifesto but also to become involved with the City Council and to learn new life skills. As the Chair of the Forum is quoted as saying in 'about Leeds'; *"Leeds City Council gives us opportunities like these to gain skills and experiences we can use in later life"*

### **7. Recommendations**

- 7.1 Executive Board is recommended to:
- (i) Receive and note the report of the Young People's Scrutiny Forum



# Young People's Scrutiny Forum

*In association with Scrutiny Board ( Children and Young People)*

# Trading Fair?

*A report into Fair Trade in Leeds' Schools*



**March 2006**

# The evidence...

# The witnesses...

## **EVIDENCE**

- Advice from Procurement Manager
- Leeds Youth Council Manifesto
- Young Cooperatives – information leaflet
- Fairtrade Schools – How do Schools do it? – report from Hanna Dalrymple, Fairtrade Schools Worker, Leeds Development Education Centre
- Survey of Leeds Schools' Involvement in Fairtrade
- Fairtrade School Handbook
- Written evidence from Moor Allerton Hall Primary School
- Rt Hon Hilary Benn MP

## **WITNESSES**

- Diane Oxley – Head of Cleaning and Catering – City Services
- Hanna Dalrymple, Fairtrade Schools Worker, Leeds Development Education Centre
- Ruth Baldwin – Deputy Chief Executive, Education Leeds
- Vik Banks - Arkadash

## **DATES OF SESSIONS**

- 11<sup>th</sup> January 2006
- 1<sup>st</sup> February 2006
- 1<sup>st</sup> March 2006



*The Youth Scrutiny Forum*

# Introduction

*The Leeds Youth Council's 2005-2008 Manifesto outlines our priorities for the next three years. Our main target is supporting Fairtrade. In our manifesto we state that we want to see all Leeds schools*

- *Increase the use of Fairtrade products across all aspects of the school*
- *Include learning around Fairtrade issues within the school*
- *Sell Fairtrade products to support growers in underdeveloped countries.*

In November 2005 we were able to address all Leeds City Councillors in a deputation to Council where we able to outline our manifesto and our hopes for Fairtrade.

As a consequence of the Leeds Youth Council deputation to Leeds City Council, the Council's Executive Board and Scrutiny Board (Children and Young People) agreed to set up a Young People's Scrutiny Forum to look at ways in which schools could be encouraged to become more involved in Fairtrade, particularly in relation to

- **using Fairtrade products across the school**
- **including learning around Fairtrade issues**
- **selling Fairtrade products**

The Young People's Scrutiny Forum is made up from members of the Fairtrade Working Group of the Leeds Youth Council. Our ages range from 12 to 16. This is our report, it has been agreed by all those young people who have taken part in the Inquiry and is published in the second week of Fairtrade fortnight. It is our intention to send a copy of our report to all head teachers and school councils.

*We would like to thank the City Council for giving us the opportunity to undertake this work and for arranging for us to speak to different people. It has taught us a lot about how the Council works and how young people can play an important role in influencing decisions. It has also been fun.*

# The Forum's Conclusions and Recommendations



*On 5 March 2004, Leeds was declared a Fairtrade City by the Fairtrade Foundation in recognition of its commitment to support producers in the developing world.*

Because of this support, our recommendations are addressed to both council departments and individual schools. However we would hope that all the recommendations are supported by Leeds City Council.

Fairtrade is a quickly growing movement of consumers, retailers and distributors who want to make sure the workers and producers of items they buy and sell, like coffee, bananas and chocolate, are treated fairly, work in reasonable conditions and are paid reasonable rates.



There are now over 1000 products that carry the FAIRTRADE Mark. The product range includes tea, coffee, chocolate, sugar, bananas, fresh fruit, juices, honey, cakes, biscuits, cereal bars, jams, sauces, footballs and roses.

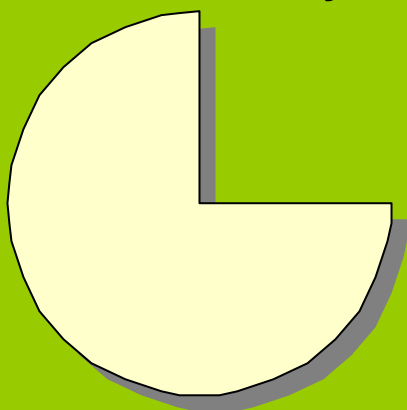
We are very pleased with the level of support given by the leaders of Leeds City Council to Fairtrade issues particularly the fact that it serves Fairtrade tea and coffee at its meetings and sells Fairtrade products in its retail outlets.



## What happens in schools now?

Not all schools use Fairtrade products. In order to establish exactly what Leeds schools are currently doing to support Fairtrade, and to highlight any particularly innovative ideas, a survey letter and questionnaire was sent out to all Leeds schools.

### And our survey said.....



***A total of 62 schools (22%) returned the questionnaire. Of those 62 schools 39 (63%) said that they did not use or sell Fairtrade food and drink.***

***Of those schools that replied yes to the above question the majority said that they sold Fairtrade products on a regular basis in tuck shops. These were mostly secondary schools. A number of schools sold products at school fairs etc.***

***Our survey asked what the barriers were to using fairtrade products. The main reason given for this is that their catering contract did not allow them to. A number of schools said that they had not given the idea much thought before.***

We discussed this with the officer responsible for catering in Leeds City Council, Hannah Dalrymple the Fairtrade School worker and the Council's contract section. We were told that if schools have a catering contract with the Council, then they will provide Fairtrade products where available and if asked by schools. From information given to us from the Council's contract section; it is possible for private contracts to have written into the contract specification the supply of Fairtrade products.

We believe that a lot of schools are not aware of these possibilities. We recommend therefore that the Catering Division of Leeds City Council undertake an awareness campaign with schools to ensure schools have the right information about what can be done in terms of food supplies within their catering contracts.

## RECOMMENDATION

***That Education Leeds and the City Services Department undertake an awareness campaign which explains to schools what changes can be made to their current and or future food supplies within their catering contracts.***

We were told that schools sometimes claim that the cost of Fairtrade products are more expensive than other products and that this prevents them being put in vending machines. This can be the case. We know of some Fairtrade companies that operate a 'sale or return' policy. We think schools that are interested in this should form a group and pilot the idea.

## RECOMMENDATION

***That Education Leeds investigate the use of 'sale or return' for Fairtrade vending machines.***

We think there are a lot of activities schools could do to promote Fairtrade in Schools. Our survey revealed that 18% of schools said that their pupils did not learn about Fairtrade issues in the school. In our view it is important that Fairtrade is on the curriculum. We recommend therefore that Education Leeds encourages and supports all schools in putting Fairtrade on the curriculum including undertaking assemblies on Fairtrade.

## RECOMMENDATION

***That Education Leeds encourages and supports all schools in putting Fairtrade on the curriculum including undertaking assemblies on Fairtrade***

There are other activities we recommend schools could undertake. These include;

- Becoming a Fairtrade school
- Reviewing food suppliers within their Catering contracts
- Joining with other local schools to support each other in developing Fairtrade ideas
- Selling Fairtrade products at school fairs and events

## RECOMMENDATIONS

*That Education Leeds encourage individual schools to consider*

- *Becoming a Fairtrade school*
- *Reviewing food suppliers within their Catering contracts*
- *Joining with other local schools to support each other in developing Fairtrade ideas*
- *Selling Fairtrade products at school fairs and events*

Even with such support from the City Council and schools we think the most effective way to increase Fairtrade activity in schools is for the pupils to get really involved. We think Moor Allerton Hall Primary School is a very successful school in promoting Fairtrade and they told us that their School Council has played a large part promoting Fairtrade.

# What can you do?

*We think there are a number of activities pupils can encourage. These are;*

- *Encourage all schools to become Fairtrade schools*
- *For school councils to ask teachers to support Fairtrade by buying fairtrade products in the staffroom*
- *For schools councils to ask the PTA to support the use of Fairtrade products in the school*
- *For pupils to become involved in Fairtrade fortnight*
- *Asking their School if they can set up a Fairtrade tuck shop*



**Report Agreed by the Young Peoples Scrutiny Forum  
1<sup>st</sup> March 2006**

**Signed by the Chair of Scrutiny Board (Children and  
Young People)**

# A recipe using Fairtrade products

## Nutty Chocolate & Coffee Brownies

### Makes about 12 brownies

50g dark Fairtrade chocolate, roughly broken up  
110g butter  
2 eggs, beaten  
225g unrefined (golden) Fairtrade sugar  
50g plain flour  
1 teaspoon baking powder  
pinch of salt  
100g hazelnuts (chopped in half)

#### *For the frosting:*

100g butter, softened to room temperature  
100g icing sugar  
100g cream cheese  
1 tablespoon strong black Fairtrade coffee

Pre-heat oven to 180°C/350°F/gas mark 4. Grease a tin measuring approximately 27cm x 18cm and line with baking parchment, allowing paper to rise 3cm above the tin. Toast hazelnuts in oven for 10 minutes (maximum) until lightly browned. Melt chocolate and butter in a bowl over a pan of simmering water. Sieve flour, baking powder and salt into a bowl. Stir in sugar. Beat in eggs and chocolate mixture until well-mixed. Stir in hazelnuts. Pour mixture into the tin and bake for 30-40 minutes until centre springs back when lightly pressed. Remove from oven and allow to cool completely in tin. To make frosting, beat butter and icing sugar together until pale and fluffy. Beat in cream cheese and coffee. Spread frosting on cooled Brownies. Chill in fridge for 30 minutes, then cut into squares.

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**Report of the Director of Children's Services**

**Executive Board**

**Date:** Wednesday 19<sup>th</sup> April 2006

**Subject:** East Moor Secure Children's Centre

**Electoral Wards Affected:** NONE

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

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**Executive Summary**

East Moor Secure Children's Centre, Leeds is a 36 bedded secure children's home for young people aged between 10-17 who have been sentenced or remanded by a court or whose behaviour cannot be managed in any other form of accommodation. It is located in Adel Leeds.

It is licensed for the use as secure accommodation for children by the Department for Education and Skills (DfES). It is inspected by the Commission for Social Care Inspection (CSCI) and the Office for Standards in Education (OFSTED), managed by Leeds City Social Services Department and monitored by the Youth Justice Board (YJB) (England and Wales).

The attached draft report identifies the outcomes from the Licensing Inspection of East Moor Secure Children's Centre completed by the Commission for Social Care Inspection (CSCI) and the Office for Standards in Education (OFSTED) between 06-09 September 2005.

The purpose of this inspection was to determine what progress had been made in relation to the Centre's "Business Development and Performance Improvement Plan 2004-2006" and whether or not the Centre had achieved a level of improvement and development that warranted the issuing of a three year licence from the Secretary of State.

This inspection followed a similar structured inspection by the latter inspectorates in April 2004 which suggested a number of recommendations for service improvement and as such only issued a one year license (three years being the best).

OFSTED reported that Education had undergone significant and major improvement in all areas and identified only 5 recommendations. CSCI identified 37 recommendations and

accepted that although progress in a number of areas had been slow, they did see firmly embedded improvements in a number of key areas and as such awarded a three year licence.

## **1.0 Purpose of This Report**

The attached draft report identifies the outcomes from the Licensing Inspection of East Moor Secure Children's Centre completed by the Commission for Social Care Inspection and (CSCI) and the Office for Standards in Education (OFSTED) between 06-09 September 2005. The report will identify those areas where improvement has been made and those activities that require further development

## **2.0 Background Information**

2.1 Although an established provider of secure accommodation in various formats since 1857, the past 10 years has seen East Moor fall behind in relation to the implementation of new developments within the secure estate of England and Wales. A number of new secure units have been built, using modern design and new processes and methods for addressing the needs of young people with criminogenic or behavioural profiles.

2.2 Whilst East Moor has always been recognized as a Centre that can cater for and work with the most difficult of young offenders, previous inspections have identified a formulaic, outdated and "old Fashioned" approach to dealing with modern social issues.

2.3 In August 2004 a two year Business Development and Performance Improvement Plan was developed by the Senior Management Team which contained, as a priority, a modernisation agenda. The plan was approved by the Executive Board, Leeds City Council, CSCI and OFSTED.

2.4 A key component of the modernisation agenda was to restructure the management and staff teams in order to create a more focussed and specialist approach to service delivery. The management team were structured in to the following areas of service, each managed by a Deputy Manager:-

- Education,
- Care Planning and Staff Development
- Operations
- Support Services

2.5 The Centre Manager became responsible for business and strategic planning, finance and policy and procedure development.

2.6 The Care Planning Officer, Training and Development Officer, Substance Misuse Officer and Resettlement Officer Posts were all confirmed and added to the staff structure. 16 Senior Care Officer Posts were disestablished and replaced with 16 entry level posts of Care Officer.

- 2.7 2 senior night care officer posts were disestablished and replaced with 2 entry level care officer (night's posts). The surplus budget from these posts created a resource budget for training, care planning and resettlement, all at no cost to Leeds City Council.
- 2.8 CSCI although happy with the contents, agenda and processes for service improvement contained within the plan, felt that a one year licence and a return inspection in September 2005 was necessary in order to view the progress of the plan. Previous concerns had been raised by the inspectorate bodies that East Moor always created plans but did not always complete and implement the key issues.
- 2.9 Both CSCI and OFSTED returned in September 2005 and completed a four day inspection, focusing on the following national standards;

#### **Statement of Purpose**

- *Written Information*

#### **Resources available within the Secure Establishment.**

- *Management and Organisation*
- *Staffing*
- *Training and Development*
- *External Resources*
- *Physical Resources*

#### **Improving Life Chances.**

- *Social care and social inclusion*
- *Health Care*
- *Safeguarding children*

#### **Education.**

- *Achievements and Standards*
- *Quality of Education and Training*
- *Assessment and Monitoring of Progress*
- *Attainment of National Curriculum targets.*
- *Support for learning*
- *Leadership and Management.*

#### **Quality Performance.**

- *Performance Management*
- *Monitoring of Performance data*
- *Business Planning*

### **3.0 Main Issues**

- 3.1 The inspectors found that the Centre, with the support of the Chief Officer Children's Services had made significant improvement in most of the inspected key areas. Particular improvements were evident in Education, Quality Assurance, Staff Training and Business Management.

- 3.2 Concerns still remain with regards to the levels of staffing available to be deployed within the Centre. Inspectors were aware of the slow nature of recruitment and felt that the approval process for the revised structure, although robust and well planned, took too long to agree by the department. Agreed minimal staffing levels were made, however the inspectors felt that even if all posts were full, that Leeds SSD must fund additional revenue to fund further increases in basic grade staff in order to increase the staff/young person ratio per shift.
- 3.3 Issues of single separation (locking children in their rooms) had improved and a clear procedure was in place, however, it was felt that this was inconsistently managed and required further and continued monitoring. The use of the " siesta" period whereby young people although not locked in, remained in their rooms for a one hour period in the afternoon caused concern from the inspectors who felt that young people did not have a choice in this. This activity was immediately withdrawn.
- 3.4 Inspectors identified a low level of the use of physical intervention in comparison to other similar units and felt that there was a clear system of recording and monitoring of child protection issues and complaints. Children's rights were well promoted, with staff setting clear boundaries by using solution focussed approaches.
- 3.5 A new health care service had been introduced (provided by North West PCT) but it was too early to determine its effectiveness. Concern was expressed regarding the Centres policy of administration and recording of medicines, however, inspectors were informed that Leeds SSD were at the final stages of completing a new revised policy in this area of which East Moor would adopt.
- 3.6 Although clear improvement had been made and evidenced to the inspectors, they stated that issues relating to staffing and single separation would require a further inspectoral visit in accordance to the Care Standards Act 2000 in September 2007.
- 3.7 The inspectors were of the view that they would be recommending a three year licence be issued by the Secretary of State, and this was duly produced in November 2005.

#### **4.0 Implications for Council Policy and Governance**

4.1 NONE

#### **5.0 Legal and Resource Implications**

- 5.1 Although not yet discussed, there are financial implications regarding CSCI's view that the basic grade staffing should be increased. No specific detail was provided by CSCI. Any additional funding could not be provided by East Moor.
- 5.2 The Centre's main source of revenue is provided by the Youth Justice Board (England and Wales). They currently would not agree to pay increased costs to offset any staffing revenue increases. This matter requires urgent discussion by the Centre Manager and Chief Officer, Children's Services.



## **6.0 Conclusions**

- 6.1 Three pages of requested amendments to the draft report were submitted by the Senior Management Team. As of the date of this report, the final report has not yet been published by the Commission for Social Care Inspection; therefore an action plan has not yet been submitted or agreed between Leeds SSD and CSCI. However, in principle, the department are in agreement with the key areas contained with the report.
- 6.2 The Centre Manager is very pleased with the significant improvements made within the Education department of East Moor and already the Deputy Manager (Head of Education) has developed an Education Action Plan (appendix 2) to address the recommendations from OFSTED.
- 6.3 Improvements in the management and organisation of services delivered at East Moor are continuously improving but at a pace that requires acceleration. Inspectors were clearly of the view that we are going in the right direction but that sustained and continuous monitoring and effective management is required.
- 6.4 The key issues remain very positive....."young people are treated fairly, improved system of staff supervision, all health and safety issues within Education had been addressed, young people involved in their care, an improving picture, subtle but firmly embedded improvements, staff showing compassion....."Feels good coming here.....an improving picture".
- 6.5 The lead inspector concluded her formal verbal feedback by stating...."Each time I come here, I feel better".
- 6.6 A three year licence was issued by the Secretary of State in November 2005.

## **7. Recommendations**

- 7.1 That the Executive Board approve and agree in principle to the content and views of the inspectors contained within this report subject to the publication of the final report.
- 7.2 That the approval in principle, subject to agreement from OFSTED is given in relation to the "Education Action Plan" completed as a response to inspection recommendation.
- 7.3 That members receive a progress report in July 2006 from the Centre Manager in relation to the recommendations made by CSCI contained within the draft inspection report of East Moor Secure Children's Centre.
- 7.4 That formal discussions commence regarding the recommended increase in basic grade staffing between the Centre Manager, Chief Officer, Children's Services, Heads of HR and Finance.



**Report of the Director of Neighbourhoods and Housing**

**Executive Board**

**Date: 19 April 2006**

**Subject: Neighbourhood Renewal Fund 2006/07**

**Electoral Wards Affected:** Alwoodley, Armley, Beeston and Holbeck, Bramley and Stanningley, Burmantofts and Richmond Hill, Chapel Allerton, City and Hunslet, Cross Gates and Whinmoor,, Farnley and Wortley, Gipton and Harehills, Hyde Park and Woodhouse, Killingbeck and Seacroft, Kirkstall, Middleton Park, Moortown, Roundhay and Temple Newsam.

<b>Specific Implications For:</b>	
Ethnic minorities	<input type="checkbox"/>
Women	<input type="checkbox"/>
Disabled people	<input type="checkbox"/>
Narrowing the Gap	<input checked="" type="checkbox"/>

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

**Executive Summary**

The Neighbourhood Renewal Fund is allocated by the Office of the Deputy Prime Minister to 86 local authority areas across the country including Leeds, to target resources to improve services in the most disadvantaged areas to narrow the gap between them and the rest of the country. The City of Leeds has been allocated £12,811,301 in 2006/07 and £14,938,567 in 2007/08.

The allocation of NRF resources is explicitly linked to Local Strategic Partnership performance and review. The NRF programme implementation is monitored to ensure that resources are directed to the achievement of national and local floor targets.

Leeds City Council is the accountable body for the NRF programme. The programme is managed by the Regeneration Service, Neighbourhoods and Housing Department, supported by Corporate Services. Input from the Local Strategic Partnership, the Leeds Initiative is provided via the Resources Partnership and its Funding Sub-group.

To develop the 2006/07 programme, applications were invited for eligible targeted activity under the themes of Housing, Community Safety, Education, Employment, Health, Liveability and Cross Cutting to contribute to the achievement of national and local PSA floor targets.

The 2006/07 programme has been developed in collaboration with the Leeds Initiative, the Local Strategic Partnership, through the Resources Partnership. The resulting programme covers a wide range of targeted activity that aims to improve the quality of life of residents in the City's most disadvantaged neighbourhoods.

Executive Board is asked to approve the recommended NRF programme for 2006/07.

## **1.0 Purpose of the report.**

1.1 This report sets out:-

- the Neighbourhood Renewal Fund grant allocations for Leeds for 2006/07 and 2007/08
- the process undertaken with partners to develop a forward programme to meet funding criteria focused on the achievement of PSA floor targets
- the 2006/07 programme recommended by the Narrowing the Gap Executive of Leeds Initiative for approval by the Executive Board of Leeds City Council.

## **2.0 Background Information**

2.1 The NRF Grant Determination issued by the ODPM states that the purpose of the grant.. 'to support certain local authorities to enable them, in collaboration with their Local Strategic Partnership, to improve services in their most deprived areas'.

2.2 Leeds City Council is the accountable body for the NRF programme and has received approximately £27m NRF over the last four years with an approved allocation of £8.4m in the current financial year 2005/06.

2.3 The Leeds NRF programme is managed by the Regeneration Service, Neighbourhoods and Housing Department supported by Corporate Services, Leeds City Council. Partnership input and programme approval is sought through the Leeds Initiative Resources Partnership and implementation is monitored through its Funding Sub-group.

## **3.0 ODPM review and resource allocations**

3.1 At the end of July 2005 the ODPM announced the outcomes of its review of the NRF programme and subsequently advised local authorities of future programme allocations. Key outcomes of the review were:-

- eligibility was restricted to authorities falling within the 50 most deprived districts in England on one or more of the district level summaries of the Indices of Deprivation 2004
- the allocation of NRF resources was explicitly linked to LSP performance and review
- rigorous monitoring, with resources directed to the achievement of national and local floor targets to narrow the gap between most deprived neighbourhoods and the rest of the country
- NRF resources were identified as eligible to be pooled into Local Area Agreements but must continue to be focused on tackling deprivation.

3.2 Leeds has been identified as one of 86 authorities eligible for NRF under the above criteria. The Leeds Initiative, the local strategic partnership was reviewed in

June 2005 by Government Office and the Neighbourhood Renewal Unit (ODPM) and was advised that it would retain its accredited status. As a result the City Council was advised that it would receive the following allocations:-

2006/07	£12,811,301
2007/08	£14,938,567

#### **4.0 Programme Development**

4.1 The Leeds Initiative Resources Partnership developed an evidence based approach to funding allocations with the aim of developing a more balanced programme that better reflects the distance to be travelled to achieve the PSA floor targets. The included:-

- an analysis of the current Leeds position against PSA floor targets compared to the national average
- the Indices of Deprivation
- the LSP accreditation rating

4.3 The above information provided an indication of the gap between the current Leeds position and national targets; the extent of deprivation; past performance and planned interventions. The resulting information was used to develop indicative funding allocation across the programme themes of Community Safety, Education, Employment, Health, Liveability and Cross Cutting. These were broadly adhered to with the exception of the housing theme. This theme was undersubscribed and resources were reallocated to other themes to maximise programme commitments.

#### **5.0 Project allocations**

5.1 Project proposals were invited from organisations by disseminating information through partnership networks and the City Council's website. Project sponsors were provided with an information pack that included the summary of eligible key activities, outputs and outcomes, national and local PSA floor targets and relevant information from the Index of Multiple Deprivation 2004 to ensure that the submitted proposals met the aims of the programme and were appropriately targeted to the areas of greatest need.

5.2 All project sponsors were required to submit their project proposal on a proforma detailing how they intended to deliver the proposed activity. 157 applications were received with a total value of £28.8m. Applications were subject to a number of gateway criteria:-

- The project will deliver identified outputs that contribute to the achievement of NRF programme outcomes
- The project will contribute to the narrowing the gap agenda
- The project will meet an identified community need

5.3 Detailed assessments of the 143 applications that met the gateway criteria were undertaken by officers in the Regeneration Service. All applications were scored against the above gateway criteria and evidence of the following:-

- the sponsor has the capacity to deliver the proposed project
- the proposal represents good value for money

- the project has clear targets in place against which delivery can be assessed
- the proposed activity contributes to the achievement of the Leeds Regeneration Plan and or District Partnership Action Plans

5.4 The Resources Partnership Funding Sub-group scrutinised the case papers and recommendations prepared for each project to develop a recommended programme for endorsement by the Narrowing the Gap Executive of the Leeds Initiative (the local strategic partnership) and approval by the Executive Board of Leeds City Council (the accountable body).

## **6.0 NRF Programme 2006/07**

6.1 The 2006/07 NRF programme recommended for approval by the Executive Board is set out at appendix 1. This details the projects allocations by theme and includes project summaries to provide an indication of the activities and outputs to be delivered.

The key programme outcomes are summarised below.

### **Housing Outcomes**

- Improved housing conditions
- Reduced transience through support for specific housing needs
- A reduction in the number of empty homes through work with landlords

### **Community Safety Outcomes**

- A reduction in crime
- A reduction in anti-social behaviour
- A reduction in the fear of crime through community reassurance services

### **Employment Outcomes**

- A reduction in unemployment in target groups – young people, lone parents and black and minority ethnic residents.
- A reduction in the number of benefit claimants / households in receipt of benefits

### **Education Outcomes**

- Increased educational attainment (particularly underachieving young people, those with poor attendance or those at risk of exclusion)
- Increased skill levels

### **Health Outcomes**

- A reduction in health inequalities
- A reduction in coronary heart disease
- A reduction in teenage pregnancies

### **Liveability Outcomes**

- Improvements in the physical environment and streetscene
- A reduction in environmental nuisance

### **Cross Cutting Outcomes**

- Development and co-ordination of area based regeneration programmes
- Effective targeting of resources and performance monitoring
- LSP accreditation

- 6.2 In total 47 applications are recommended for approval to a value of £12,603,391. The programme funding has not been fully allocated leaving an unallocated sum of £207,910. This was to allow some flexibility during negotiations with project sponsors to ensure the viability of projects where proposed allocations were less than that requested. It is proposed that the Resources Partnership Funding Sub-group allocates the remaining funds from a reserve list.
- 6.3 Overall the quality of applications submitted was very high with a larger number of applicants proposing activities that clearly contributed to the achievement of PSA floor targets and focused largely to SOAs in the 10% most deprived nationally that fall across 17 electoral wards.
- 6.4 The majority of funds are allocated to public service organisations including West Yorkshire Police, the Primary Care Trust and the City Council. This reflects the aim of the programme to improve public services and the operational capacity and experience of these organisations to engage in a strategic programme. The value of the 16 Voluntary Community and Faith Sector (VCFS) led projects recommended for approval represents 13% of the total programme and an increase of 232% in funding allocated to the sector on the previous year.
- 6.5 Unsuccessful applicants will be offered detailed feedback and where appropriate guidance and assistance to secure funding from other sources. This will include a workshop on Objective 2 funding particularly targeted to unsuccessful applicants under the Education and Employment themes. Support will be offered to the VCFS through the Infrastructure Support Network and the Sustainable Futures Project managed by the Neighbourhoods and Housing Departments to increase the capacity of VCFS organisations to deliver public services.

### **7.0 Review of the NRF programme in context of the Leeds Local Area Agreement**

- 7.1 A two year funding allocation was notified to the City which could enable two year funding allocations to be offered to projects. However, the NRF grant has become part of the pooled resources that will fund the delivery of the Leeds Local Area Agreement (LLAA). At the point where the 2006/07 NRF programme was being developed, the LLAA was still in the early stages of its development and it was not possible to align the two processes. Therefore NRF allocations are confirmed for 2006/07 only at this stage.
- 7.2 It is proposed that a review of the 2006/07 NRF programme be undertaken in summer 2006. The Leeds Local Area Agreement was recently approved and the action plans that will guide delivery are now being developed. Given that the Leeds Local Area Agreement includes a number of mandatory PSA floor targets, there is already a strong correlation between the two programmes. The action plans along with the review will provide the opportunity to analyse in greater detail how far the

NRF supported projects contribute to LAA actions and targets and whether these funding approvals can be rolled forward into 2007/08.

## **8.0 Recommendations**

Executive Board is asked to:-

- Approve the recommended NRF 2006/07 programme
- Note the proposed review of the 2006/07NRF programme to align funding available in 2007/08 to priority activities that will contribute to the achievement of outcomes in the Leeds Local Area Agreement.

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Housing					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
HS01	Beeston Hill Private Rented Sector Project	LCC Environmental Health	86,000	This project improves the housing conditions in the private rented sector in Beeston Hill and Holbeck through measures including a landlord accreditation scheme	75 landlords accredited and 60 properties brought up to the decency standard
HS03	re'new in South Leeds	Beeston Hill and Holbeck Regeneration Partnership	186,000	This project engages partners to drive forward the regeneration of Beeston Hill and Holbeck through activities such as improvement of stock, demolition and construction. This work will also be extended to Middleton.	290 properties brought up to decency standard
HS05	Canopy Housing Project	Canopy Housing	35,000	This project will bring together refugees and asylum seekers and other members of the community in South Leeds to refurbish derelict and disused housing to the decency standard, whilst providing training in these skills to the beneficiaries	8 properties brought up to the decency standard and 800 construction training weeks provided
HS08	Empty Property Team	LCC Environmental Health	126,956	This project will proactively identify empty properties and their associated risk, provide a rapid response to those with a high arson risk, and take steps to encourage rehabilitation	10 properties brought up to the decency standard



Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Employment					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
EMP13	Jobstart	LCC Learning and Leisure	770,150	This project provides a menu of services to provide a customised entry route to employment based on the individual needs of the beneficiary	560 people into employment, 640 qualifications and 280 work placements
EMP29	Integrated Children's Centres	LCC Learning and Leisure	739,790	This project targets a key barrier to employment through the provision of childcare places and support for parents entering employment	600 parents into employment
EMP17	Leeds Welcome Project	RETAS	107,000	This project provides support to refugees to enable them to access employment opportunities and an appropriate level for their skills and qualifications levels, for example health professionals	40 people into employment
EMP31	Chapelton JobShop	Technorth Family Learning Centre	90,000	This project is to provide a job shop in the Chapelton area, including outreach work to ensure benefits to the target community	120 people into employment

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Education					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
EDU05	Open House Education Project	Moor Allerton Community Association	48,887	This project provides educational opportunities for both young people and non-traditional learners on the Lingfield and Fir Tree Estates	48 young people receiving educational support and 30 people obtaining qualifications
EDU07	Aspire	LCC Beeston Hill and Holbeck Neighbourhood Renewal Team	98,400	This project brings together partners in Beeston Hill and Holbeck to tackle worklessness and education needs within the community	27 people gaining accreditation and 35 people accessing skills development
EDU12	I Love West Leeds Festival Project	Interplay Theatre	35,870	This project provides accredited training opportunities for disaffected young people in media related activities, through the I Love West Leeds Festival	28 people obtaining qualifications and 60 young people receiving educational support
EDU14	Learning in the Community	South Leeds Health for All	62,260	This project will engage local community groups within South Leeds with educational opportunities in the area	140 learners engaged, 70 learners receiving qualifications and 5 learners entering employment
EDU20	Archway Resources Centre	Archway	171,766	This project provides support to disaffected and underachieving young people and reaches non-traditional learners to bridge the skills gap.	280 young people supported and 40 young people gaining accreditation
EDU21	Learning through Community Libraries	LCC Library Headquarters	185,450	This project provides a range of activities to target non-traditional learners in the learning opportunities with the libraries in the disadvantaged areas of the city	25 young people gaining accreditation, activities to promote literacy and 225 people targeted to improve financial literacy
EDU22	Beeston and Holbeck Community Radio	Vera Media	97,747	This project supports the educational attainment of young people and non-traditional learners through accredited training linked to the development of a community radio station in Beeston and Holbeck	40 young people receiving educational support, 20 people receiving basic skills training and 50 people gaining qualifications
EDU30	Film Academy	LCC Leeds Film	77,408	This project provides a year-long out of hours programme for disaffected young people linked into the Leeds Film Festival	Over 2,500 young people benefiting from study support and 40 young people achieving a qualification
EDU32	Connexions Youth Project	LCC Youth Service	231,830	This project provides personal advisor support to disaffected and hard to reach young people, resulting in the development of individual learning plans	60 young people receiving educational support and 50 young people achieving qualifications

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Education					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
EDU37	Four out of Ten	Learning Partnerships	200,000	This project will provide an excellent teachers scheme to share good practice and academic mentors for borderline students	120 young people receiving educational support and 2,000 pupils receiving mentoring support
EDU38	Motiv8	Groundwork Leeds	27,890	This project provides educational support to young people with attendance problems or on the verge of exclusion. The project receives referrals from target schools	50 young people receiving support and gaining qualifications
EDU41	Developing Cohesive Communities	Education Leeds	138,300	This project aims to narrow the achievement gap between underachieving BME students and the Leeds average, through delivering packages of activities for new arrivals, delivering training for school staff and students, and developing networks to share good practice between schools	280 pupils benefiting from basic skills training, 150 pupils benefiting from BME mentoring programme and 80 secondary students achieving foundation level English Language qualification
EDU42	Developing Learning Communities	Education Leeds	639,000	This project provides a range of study support activities including the city learning centres, study support centres e.g. at Elland Road and the White Rose Shopping Centre	1,500 young people receiving educational support and 100 young people obtaining qualifications
EDU51	Sport Academy	LCC Youth Service	35,000	This project provides sports based accredited training and qualifications for disaffected young people, giving them the skills, knowledge and confidence to gain employment or go on to further education in the sport and recreation field.	20 young people engaged in learning and obtaining qualifications

**Proposed Neighbourhood Renewal Programme 2006/07**

**Appendix 1**

Cross Cutting					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
CRC01	Area Regeneration Teams	LCC N&H Regeneration	600,000	This project will establish dedicated regeneration delivery teams in each of the priority regeneration areas within Leeds. These teams, located in East, South and West Leeds will plan and implement area-based regeneration programmes	Activities developed to support the achievement of floor targets and develop longer term regeneration plans
CRC05	Leeds Ahead	Leeds Ahead	52,904	This project secures private sector resources to support the practical delivery of neighbourhood renewal projects.	48 business supporters brokered to support activities leading to 32 public and voluntary sector organisations supported
CRC06	Strategic Co-ordination and Implementation (SCIP) Project	Leeds Initiative and LCC Neighbourhoods and Housing	372,000	This project will provide a leadership and governance function to support the LSP and a comprehensive programme management function to manage external funding. This will ensure resources are maximised and targeted to achieve the City's priorities.	Submission of quarterly returns and annual statement to GOYH and effective performance management to achieve service improvements

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Health					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
CRC09	Public Health Information Analyst	LCC Social Services	38,000	This project will provide intelligence and analysis to support priority selection, target setting and performance management for interventions to improve the health and wellbeing of the people of Leeds	The project will provide an analysis of existing data and report on available data and systems
HL01	Tackling Noise Related Health Inequalities in Leeds	LCC N&H Environmental Services	222,520	This project provides a city wide night-time noise service with priority given to complaints received from the most deprived SOAs. Promotional activities will be aimed at educating the public about noise and its adverse effects on health	Over 3,300 noise and alarm complaints will be resolved and visits made to schools within the most deprived areas.
HL04	Youth Service - Sexual Health Link Project	LCC Youth Services	108,790	This project aims to continue to develop and deliver innovative sex and relationship educational approaches and methods of working to ensure that young people have access to user-friendly and appropriate information, guidance, help and services to address a full range of sexual health needs.	2,000 young people benefiting from sex and relationship education and 800 young people reached through peer-led initiatives. 1,000 members of staff receiving information and support.
HL10	Tackling Health Inequalities	Hamara	53,920	This project aims to develop and sustain a programme of activities to improve the health of disadvantaged communities, particularly in relation to Coronary Heart Disease (CHD), Young people's health issues and initiatives to encourage more active communities.	60 people with increased activity levels, benefiting from projects to improve health and well-being
HL14	The Leeds 5 A Day Project	North West PCT	85,015	This project will increase access to and availability of fruit and vegetables, and increase consumption within lower socio-economic groups in Leeds, particularly targeting those disadvantaged communities who experience the highest incidence of coronary heart disease (CHD) and cancer.	900 children and staff benefiting from sustainable activities, 250 children benefiting from activities and 400 people participating in a cookery course.
HL18	Little London Intensive Neighbourhood Management - Health Services and Family Support	LCC N&H Regeneration	220,000	This project will establish a neighbourhood based multi-agency team by bringing all locally provided services together in the area. The team would be managed and co-ordinated through the North West Area Management Team.	280 healthy living activities provided, 200 people with increased activity levels, 250 adults benefiting from projects to improve health and well-being and 150 young people benefiting from primary school health activities

**Proposed Neighbourhood Renewal Programme 2006/07**

**Appendix 1**

Health					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
HL22	The ShaCa (Sexual Health and Community Action) Schools Project	Black Health Initiative	25,000	This project aims to develop culturally appropriate sexual health and well being programmes that will primarily prioritise young people of African and African Caribbean descent who attend inner city secondary schools based in North East, North West and East areas of Leeds.	500 BME young people provided with sexual health info with 50 young people then attending health related drop-in
HL23	Middleton Leisure Centre Active Health Programme	LCC Learning and Leisure	121,900	This project will redevelop an area of Middleton Leisure Centre to provide a Healthy Living Suite (HLS). Within the HLS will be specialist gym equipment that will be specifically designed for use by people with Coronary Heart Disease (CHD) and other illnesses. The project will take referrals from Health Care Professionals and provide a health plan including physical activity improvements and medical intervention.	40 GP referrals to the programme, with 50% then completing the programme
HL29	All Being Well Market Stall Project	LCC N&H Environmental Services	33,600	This project will deliver activities that will improve health and well-being, reduce health inequalities and narrow the gap in life expectancy through the operation of a drop in health and well-being advice centre from a market stall in Kirkgate Market. Activities will include cookery demonstrations, the promotion of health lunch boxes, engaging market traders in delivering the 5 a day message.	1,200 people benefiting by receiving advice and information, 240 people benefiting by referral to other health agencies, 100 people signed up for smoking cessation and 200 healthy lunchboxes sold
HL32	Developing Healthy Communities	Education Leeds	100,000	This project aims to improve health behaviours of children and young people by rolling out the advanced healthy schools standard	All pupils in target schools benefiting from the advanced healthy schools standard
HL36	Engaging Inactive Children and Communities in South Leeds	South Leeds PCT	50,000	The project aims, through partnership work, to improve health and well being by increasing activity levels of children and their communities in deprived areas of South Leeds.	Over 1,400 people benefiting from projects to improve health and well-being and 950 inactive and overweight children aged 5-11 with increased physical activity levels

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Liveability					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
LV05& LV09	Enhancing the Streetscene and Greenspace	Cleaner City Project Board led by LCC City Services including LCC Learning and Leisure, BTCV, Groundwork, CABE and other partners	2,818,486	This project is focused on creating streets that are clean, safe, attractive, and accessible and that are capable of being able to contribute the city's aspirations of being awarded the status of Britain's Cleanest City. The project will also engage with communities in the deprived areas of the city to deliver greenspace improvements. The project will be delivered through partnership working between LCC and the voluntary and community sector.	500 intensive neighbourhood cleaning operations and 200 enforcement actions undertaken in target neighbourhoods along with 80 community events and projects

Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Community Safety					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
CS04	Arson Task Force	West Yorkshire Fire Service	100,000	This project will reduce the incidence of deliberate fires, car crime, violent attacks on firefighters and arson related anti-social behaviour within the Leeds areas containing the top 3% of the most deprived SOA's in the country, through educational, environmental and enforcement activities.	50 hotstrikes completed and 50 at risk premises identified and advised
CS06	Signpost Project	LCC N&H	180,000	This project seeks to reduce anti-social behaviour in the worst affected neighbourhoods by targeting young people (aged 9 to 14 years) that are causing the most problems through intensive work with both the individual and the family.	100 young people involved in positive activities
CS09	Intensive Neighbourhood Operations	West Yorkshire Police	734,112	This project will support the delivery of multi-agency operations to combat crime, based on the model of previous successful operations such as Cava, Banrock, Apollo etc	Multi-agency operations leading to over 2,000 arrests of suspects and wanted persons
CS16	Leeds Anti Social Behaviour Unit	Leeds Community Safety	1,159,780	This project will work alongside partner agencies to provide a cross tenure service that will co-ordinate an effective response to tackling anti social behaviour, through early intervention such as Anti Social Behaviour Contracts and Warnings	480 new cases opened and 120 anti-social behaviour contracts with referral to diversionary schemes
CS17	Police Community Support Officers	LCC N&H	151,350	This projects supports the provision of Police Community Support Officers to provide a visible police presence on the streets of the city.	Over 3,000 intelligence reports submitted and over 1,500 incidents attended
CS18	CCTV - Leedswatch Local and Mobile CCTV Vans	Leeds Community Safety	253,000	This project supports the enhanced provision of Leedswatch Local and Mobile CCTV vans. This also includes the contribution of CCTV to multi-agency operations	Over 150 arrests where CCTV is used and 24 multi-agency operations undertaken
CS19	LPSA Crime Reduction	Leeds Community Safety	50,000	The project aims to support the reduction of acquisitive crime with emphasis on domestic burglary and repeats, through activities such as target hardening, alley-gating, and publicity and promotion	Over 160 properties target hardened



Proposed Neighbourhood Renewal Programme 2006/07

Appendix 1

Community Safety					
Ref	Project	Lead organisation	£ Proposed	Description	Key Outputs
CS20	CASAC Burglary Reduction	CASAC	300,000	This project supports the reduction of domestic burglary and repeats by targeting victims of crime through comprehensive home security measures.	2,000 properties target hardened
CS21	Leeds Neighbourhood Wardens	Leeds Community Safety	582,310	This projects supports the provision of Neighbourhood Wardens patrols to provide community reassurance, a reduction in anti-social behaviour and improvements in the liveability of the area.	High visibility public reassurance patrols with over 1,900 incidents of anti social behaviour actioned by wardens



## Report of the Chief Customer Services Officer

### Executive Board

Date: 19<sup>th</sup> April 2006

**Subject: SEVENTH IMPLEMENTATION ELECTRONIC GOVERNMENT STATEMENT BY LEEDS CITY COUNCIL (IEG 6)**

#### Electoral Wards Affected:

All

#### Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

Executive Function

Eligible for Call In

Council Function

Not Eligible for Call In  
(details contained in report)

### Summary

The Council is producing its seventh Implementing Electronic Government (IEG) statement, to demonstrate its progress on electronic service delivery. 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, reporting 99.5% for BVPI 157 at 31 December 2005, and traffic light position of 47 out of 54 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 in 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 6 statement is an electronic return, so work will be progressing to complete it until near the deadline of 10th April 2006 when it will be submitted electronically to the Office of the Deputy Prime Minister (ODPM), and made available in both the Governance team 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. This is the final IEG statement that the Council is required to produce, and it marks the end of the formal Local E-government Programme.
- 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 6 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 6 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 determined 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 6 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 free text section of up to 1000 words 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 seven that may currently be 'amber', and reaching 'green' status at a later date in 2006/07.

**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, calculated at 99.5%.

**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. For example, since April 2005, the council has received £1.6 million in online payments, £9.9 million over touch-tone IVR, and £7.5 million by telephone. We must continue to encourage and simplify electronic access and self-service.

**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 6 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 communication, 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;
- Effective mainstreaming of 'e-government' into customer-focused, performance driven service improvement across the Council;
- 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 finalised and submitted on 10 April 2006. It will be published on our website and intranet, and a copy made available in the Governance team 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 6 Statement and endorse its contents.



# IMPLEMENTING ELECTRONIC GOVERNMENT RETURN 2006 (IEG6)

*"Meeting the targets for e-government"*

**Name of Authority:** Leeds City Council

**IEG Contact Name:** Andrew White

**Email:** [Andrew.White@leeds.gov.uk](mailto:Andrew.White@leeds.gov.uk)

**Telephone No:** 0113 3760014

**Submitted date:** 05/04/2006

**Local Context**

**Local Context**

**Our Local and National Priorities**

Our plans, including our e-government plans, focus on making improvements in council priority areas. Despite the city's economic success over the last decade, there are neighbourhoods in Leeds where there is evidence of a two-speed economy, with some being amongst the most deprived in the UK. Our overarching priority is to 'narrow the gap' between the most disadvantaged communities and the rest of the city. Our main focus will be on improving service quality, accessibility and citizen choice, from which efficiencies will follow. More detail on our local priorities is available in our community strategy at <http://www.leedsinitiative.org>.

Our Corporate Plan 2005-8 places customer needs at the heart of our plans to transform our services, using our e-government actions to achieve citizen-focused outcomes. Our partnership working extends beyond Leeds and across West Yorkshire, through for example, the Yorkshire & Humber Centre of Excellence, the West Yorkshire IEG Partnership and Gershon/Efficiency Group. Reflecting customer preferences, our programme has established a corporate contact centre, to handle the majority of high volume telephone and email customer contact by summer 2006. This programme is supported by our IT and infrastructure, which converts pilots into mainstream business solutions, such as a range of mobile and remote working solutions, including digital pens and smart forms, to e-enable and support a range of Council staff visiting citizens in their own homes.

To close the gap, we have set local priorities around our seven strategic outcomes.

<b>Leeds Strategic Outcome We want to make sure that:</b>	<b>National Vision:</b>
All neighbourhoods are safe, clean, green and well maintained	Promoting healthier communities by targeting key local services, such as health and housing
All communities are thriving and harmonious	Creating safer and stronger communities Promoting the economic vitality of localities
Our children and young people are healthy, safe and successful	Raising standards across our schools
At each stage of life, people are able to live healthy, fulfilling lives	Improving the quality of life of children, young people, families at risk and older people

Leeds is a highly competitive, international city	Transforming our local environment Meeting transport needs more effectively
Our staff perform well and are constantly learning and there is effective leadership at all levels	
Our customers receive excellent services which are efficient and effective and meet their needs	
Our priorities reflect the broad themes of the seven national priorities, as shown by the examples below.	
<b>Raising standards across our schools:</b>	
<ul style="list-style-type: none"> <li>•The Leeds Learning Network (<a href="http://www.intra.leedslearning.net/">http://www.intra.leedslearning.net/</a>) links schools and libraries, to provide more than 400 outlets where pupils can access their schoolwork.</li> <li>•Education Leeds (<a href="http://www.educationleeds.co.uk/">http://www.educationleeds.co.uk/</a>) has introduced a central pupil records system, providing key information on more than 85,000 pupils.</li> <li>•E-enabled admissions and other parent-focused services streamlines administration of schools admissions and support (e.g. free school meals, clothing and transport grants).</li> <li>•We are improving pupils' access to learning through broadband-enabled schools and new ways of delivering the curriculum and engaging a wider group of young people in the learning process.</li> </ul>	
<b>Improving the quality of life of children, young people, families at risk and older people:</b>	
<ul style="list-style-type: none"> <li>•The council has 545 public access computers across its network of 55 public libraries, giving citizens the chance to gain ICT skills. In 2005/06, over 5,000 people attended learning sessions, with over 750,000 individual sessions booked. Every Early Years Centre also has a public access PC.</li> <li>•Our 'Leodis' system offers users a chance to explore the City's past, whilst gaining ICT skills, via an electronic archive of 40,000 photographs, documents and maps.</li> <li>•Our integrated Council Tax and Benefits system gives customers online access to their personal Council Tax, benefits and accounts.</li> <li>•Children Leeds will be piloting the Common Assessment Framework in West Leeds in April 2006. The new standardised approach to assessing children's needs for services will help practitioners in all agencies to identify and tackle problems before they become serious.</li> </ul>	
<b>Promoting healthier communities by targeting key local services, such as health and housing:</b>	
<ul style="list-style-type: none"> <li>•Our Contact and One Stop Centres provide e-enabled front line support services for Social Services, Housing, Revenues, Benefits, Environmental Services and Housing ALMO customers, as well as a broader set of partners. We will deliver the majority of other front-line service contact in this way by mid-2006 integrating mediated service with smart online forms to enable self-service.</li> <li>•Our online housing Choice Based Lettings system service improves customers' access to information about available properties at <a href="http://www.leedshomes.org.uk/">http://www.leedshomes.org.uk/</a>.</li> </ul>	
<b>Creating safer and stronger communities:</b>	
<ul style="list-style-type: none"> <li>•Key council documents and news, agendas and minutes of council meetings, are available on our website (<a href="http://www.leeds.gov.uk/">http://www.leeds.gov.uk/</a>). Our recently enhanced website enables direct e-mail contact to Councillors, improving communications and strengthening accountability.</li> <li>•Community Websites at <a href="http://www.leedscommunities.org/">http://www.leedscommunities.org/</a> support the local work of our area managers on community and council information, a learning line, and community governance.</li> </ul>	



•The Community Safety Partnership has extended CCTV into district towns. A central unit and three area-based teams tackle antisocial behaviour, through prevention, enforcement and resettlement. Our Anti-Social Behaviour Unit uses a centralised database to support information sharing and effective joint working with W Yorks Police.

**Transforming our local environment:**

- Our Corporate Contact Centre provides information and encourages citizen participation on key services such as refuse collection and street scene, environmental health and highways.
- Improvements in the scope of planning related advice and information available electronically will give citizens greater access to information on planning issues affecting them and their local community.
- Citizens can submit Building Regulations applications and Planning applications online at the Planning Portal (<http://www.planningportal.gov.uk/>). We are implementing a new planning system and further enhancements this year will enable citizens to make payments for planning services online.
- Telephone payment facilities are in place for a range of fixed penalty notices. Full e-payment facilities are in place for key services, with more services accepting online payments during 2006/07.

**Meeting transport needs more effectively:**

- Our website (<http://www.leeds.gov.uk/>) provides a variety of transport information, including web links to all local coach, bus, train and airport services.
- Our 'Online Helpline' allows citizens to report faults, make comments or enquiries about highways and traffic issues.
- A home-working pilot across West Yorkshire authorities has been run to test and develop a solution that will allow secure access by Council officers and elected members to internal ICT systems from remote locations. This will be extended across the Council during 2006 as part of our infrastructure programme.

**Promoting the economic vitality of localities:**

- The Leeds Initiative is the City's strategic partnership led by the City Council. Supported by a website (<http://www.leedsinitiative.org/>) it encourages collaboration and development in the city towards common goals, sharing knowledge and resources, developing trust and raising the city's profile.
- Leeds is well established as a favourite location for business (<http://www.no-ordinary-city.co.uk/>). e-HQ Leeds (<http://www.ehqleeds.co.uk/>) is a cross-sector initiative involving major public and private sector partners in the city. It promotes Leeds as a leading location for e-business, where companies can access everything they need to do business online.
- The Leeds Electronic Tendering System is accessible through <http://www.counciltenders.net>. The benefits of this system include improved user access, satisfaction, better communication, transparency and accountability, and a reduction in advertising, overheads and paper costs.
- The Networking Academy is a joint initiative between the Council and Leeds College of Technology, and addresses the shortage of higher level IT skills and e-business skills. Information about council job vacancies is available at <http://www.leeds.gov.uk>, and we accept electronic job applications.

## Section 1 - Priority Outcomes (self-assessment)

Satisfactory progress towards delivery of the listed priority outcomes listed below is required within the remit for achieving e-government by 2005. See <http://www.odpm.gov.uk/index.asp?id=1002882&PressNoticeID=1546> and <http://www.idea.gov.uk/knowledge>.

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R1</b> Parents/guardians to apply online for school places for children for the 2007 school year. The admissions process starts about a year before the beginning of the school year, e.g. September 2006 for 2007 entry.	Green 01/10/2005	Green 01/10/2005
	<b>Comment:</b> In place. Education Leeds' online school admissions pilot commenced in October 2005. The system will be fully operational from September 2006 for 2007 entry.	
<b>R2</b> Online access to information about educational support services that seek to raise the educational attainment of Looked After Children.	Green 01/09/2005	Green 01/09/2005
	<b>Comment:</b> In place. Current intranet facility for Education Leeds and Leeds City Council is in place. This will be enhanced by new web portal and contact centre provision during 2006/07.	
<b>G1</b> Development of an Admissions Portal and / or e-enabled telephone contact centre to assist parents, carers and children in their choice of, and application to local schools	Amber 02/08/2005	Green 03/03/2006
	<b>Comment:</b> On target. Education Leeds telephone contact team already in place to assist with admissions. This team will be incorporated in the new corporate contact centre in mid 2006. Our pilot of new online admissions systems has been in place from October 2005, with full integration between contact centre and back office in spring 2006. The system will be fully operational from September 2006 for 2007 entry.	
If already 'green' on R1, R2 & G1 above please comment on  <b>E1</b> Agreed baseline and targets for take-up of online schools admissions service and educational attainment of Looked After Children.  Otherwise you may leave this row blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R3</b> One stop direct online access and deep linking to joined up A-Z information on all local authority services via website or shared telephone contact centre using the recognised taxonomy of the Local Government Category List (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a> ).	Green 03/08/2005	Green 03/08/2005
	<b>Comment:</b> In place. The council uses Integrated Public Sector Vocabulary. Our new site search facility implemented August 2005 has improved user navigation.	
<b>R4</b> Local authority and youth justice agencies to co-ordinate the secure online sending, sharing of and access to information in support of crime reduction initiatives in partnership with the local community.	Green 01/10/2005	Green 01/10/2005
	<b>Comment:</b> In place. Secure email for Youth Offending teams has been developed. Shared access is being used for some information exchange. Permission has been obtained for specified staff in ASBU working with young people to have access to the secure messaging environment.	
<b>G2</b> Empowering and supporting local organisations, community groups and clubs to create and maintain their own information online, including the promotion of job vacancies and events.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. Community groups and organisations can set up their own website via <a href="http://www.leedscommunities.org">www.leedscommunities.org</a> and the Enquiry Express service, using our website creator package. This provision will be developed further in 2006.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R3, R4 &amp; G2 above please comment on</p> <p><b>E2</b> Agreed baseline and targets for customer satisfaction and efficiency savings between the supplying organisations on shared community information initiatives.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p><b>R5</b> Public access to online reports, minutes and agendas from past council meetings, including future meetings diary updated daily.</p>	<p>Green 03/09/2004</p>	<p>Green 03/09/2004</p>
	<p><b>Comment:</b> In place via <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a>. Future enhancements which will be in place in 2006 will include improved access to reports, search facility and extended diary.</p>	
<p><b>R6</b> Providing every Councillor with the option to have an easy-to-manage set of public web pages (for community leadership purposes) that is either maintained for them, or that they can maintain themselves.</p>	<p>Green 03/09/2004</p>	<p>Green 03/09/2004</p>
	<p><b>Comment:</b> In place via <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a>. Councillor web page facilities will be enhanced in 2006 through an externally-procured system.</p>	
<p><b>G3</b> Citizen participation and response to forthcoming consultations and decisions on matters of public interest (e-consultation), including facility for citizens to sign up for email and/or SMS text alerts on nominated topics.</p>	<p>Amber 02/08/2005</p>	<p>Green 30/03/2006</p>
	<p><b>Comment:</b> In place. The council consults on a regular basis with residents, specific service users, businesses, user groups (such as disabled people or ethnic minority groups), local area groups, individual local communities or various third party and representative bodies. We also consult with the Council's Citizens' Panel and via an Annual Survey. We have implemented a corporate consultation database which will capture all citizen engagement activity, and enable details to be published for public involvement. We have contracted ROL to provide an initial 12-month managed service of the Acknowledge product to assess its applicability and reliability.</p>	
<p><b>G4</b> Establishment of multimedia resources on local policy priorities accessible via public website (e.g. video &amp; audio files).</p>	<p>Green 01/09/2005</p>	<p>Green 01/09/2005</p>
	<p><b>Comment:</b> In place via <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a>, where we are using video clips. Our future plans will further exploit use of multimedia resources via the website.</p>	
<p>If already 'green' on R5, R6, G3 &amp; G4 above please comment on</p> <p><b>E3</b> Agreed baseline and targets for e-participation activities, including targets for citizen satisfaction.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p><b>R7</b> Online public reporting/applications, procurement and tracking of environmental services, includes waste management and street scene (e.g. abandoned cars, graffiti removal, bulky waste removal, recycling).</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p><b>Comment:</b> In place via 'Online Helpline' e-form for key environmental services. Mediated access to all environmental services is currently available through the corporate contact centre. Online e-forms are currently being developed, with out-of-hours self-service reporting available through email. Our new integration architecture will be introduced in spring 2006 to enable end-to-end customer tracking.</p>	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R8</b> Online receipt and processing of planning and building control applications.	Amber 02/09/2004	Amber 02/09/2004
	<b>Comment:</b> Citizens can currently apply online via the Planning Portal. The council's new CAPS system will be live for new applications in January 2006, with existing applications being migrated in February 2006. Public access was put in place March 2006, with full end-to-end tracking available by mid-2006.	
<b>G5</b> Public access to corporate Geographic Information Systems (GIS) for map-based data presentation of property-related information.	Amber 01/08/2005	Green 31/03/2006
	<b>Comment:</b> In place. The Local View solution was implemented in March 2006.	
<b>G6</b> Sharing of Trading Standards data between councils for business planning and enforcement purposes.	Amber 01/04/2005	Green 01/03/2006
	<b>Comment:</b> In place. In the West Yorkshire sub-region, Trading Standards is administered by West Yorkshire Joint Services and not by individual councils. Information about the service is available on <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> .	
<b>G7</b> Use of technology to integrate planning, regulation and licensing functions (including Entertainment Licensing and Liquor Licensing) in order to improve policy and decision-making processes around the prevention of anti-social behaviour.	Amber 02/09/2004	Green 31/03/2006
	<b>Comment:</b> In place. The new licensing system is already live. Integration with planning is via the new CAPS system, which went live during January 2006. Public and consultee access was made available in March 2006.	
If already 'green' on R7, R8, G5, G6 & G7 above please comment on  <b>E4</b> Agreed baseline and targets for take-up of planning and regulatory services online, including targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R9</b> Appropriate online e-procurement solutions in place, including as a minimum paperless ordering, invoicing and payment.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. E-tendering is in place via <a href="http://www.counciltenders.net">www.counciltenders.net</a> . Purchasing cards are being used more widely to allow paperless ordering, invoicing and payment. Our new Procurement Strategy 2005-08 was approved in October 2005, delivering the procurement theme of the Council's Gershon/Efficiency programme. The council is taking the lead in the regional supplier and contract management system.	
<b>G8</b> Establishment of a single business account (i.e. a cross-departmental 'account' run by the local authority whereby businesses are allocated a unique identifier that can be stored and managed via a corporate CRM account facility supporting face-to-face, website and contact centre transactions).	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> In place. Business Account view established in our CRM system for Jobs & Skills enquiries based on the Rotherham model. A longer term project has been initiated to develop a Universal Customer Master Index for citizens and businesses.	
<b>G9</b> Regional co-operation on e-procurement between local councils.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place via the council working with the Yorkshire and Humber Regional Centre of Excellence. The Council led the procurement and implementation of supplier and contract management system for 22 authorities in the region, and we are now looking to work with the fire and police services in the region. The Council has been shortlisted for Beacon status.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
If already 'green' on R9, G8 & G9 above please comment on <b>E5</b> Access to virtual e-procurement 'marketplace';	<b>Comment:</b> The council does not currently participate in the Roses Marketplace for e-procurement.	
<b>E6</b> Inclusion of Small and Medium Enterprises (SMEs) in e-procurement programme, in order to promote the advantages of e-procurement to local suppliers and retain economic development benefits within local community;	<b>Comment:</b> In place in our Procurement Strategy 2005-08. We promote procurement from small and medium-sized firms, ethnic-minority businesses, social enterprises, and voluntary and community organisations. This helps us achieve value for money, quality and equality.	
<b>E7</b> Agreed targets (please specify) for efficiency savings by December 2005, including the % of undisputed invoices paid in 30 days (BVPI 8). Otherwise you may leave these rows blank.	<b>Comment:</b> BVPI 8 target for 2005/06 is 92%, with 2004/05 performance at 88.8% of all undisputed invoices paid in 30 days. The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R10</b> Online facilities to be available to allow payments to the council in ways that engender public trust and confidence in local government electronic payment solutions (e.g. email receipting/proof of payment, supply of automatic transaction ID numbers).	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> In place. Third party online payments have been possible for years via www.leeds.gov.uk for invoiced payments. We have developed a replacement in-house corporate e-payments solution which went live in January 2006. We will migrate other payment types to this solution during 2006/07.	
<b>R11</b> Delivery of 'added value' around online payment facilities, including ability to check Council Tax and Business Rate balances online or via touch tone telephone dialling.	Amber 02/09/2004	Green 31/03/2006
	<b>Comment:</b> Citizens can pay Council Tax & national non-domestic rates via telephone, self service web site & touch tone telephone dialling. Online balance information will be available for registered customers via our local authentication solution by April 2006. We are evaluating the technical performance of our online balance system.	
<b>G10</b> Demonstration of efficiency savings and improved collection rates from implementation of e-payments.	Amber 02/09/2004	Green 24/03/2006
	<b>Comment:</b> In place. We have used the model recommended by the national e-payments project and will reflect the planned efficiencies in the council's AES submission.	
<b>G11</b> Registration for Council Tax and Business Rates e-billing for Direct Debit payers.	Amber 01/06/2005	Green 31/03/2006
	<b>Comment:</b> In place. Registration for e-Billing for Council Tax was made available from March 2006. Notifications will be included with 2006/07 bills. Applicability for national non-domestic rates will be reviewed spring 2006.	
If already 'green' on R10, R11, G10 & G11 above please comment on <b>E8</b> Provision of facilities for making credit or debit card payments via SMS text message for parking fines (mobile phone).	<b>Comment:</b>	
<b>E9</b> Adoption of smart cards as standard for stored payments (e.g. replacing swipe cards).	<b>Comment:</b>	
<b>E10</b> Agreed baseline and targets for reductions in unit costs of payment transactions. Otherwise you may leave these rows blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
R12 Online renewal and reservations of library books and catalogue search facilities.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place via <a href="http://www.leeds.gov.uk/libraries">www.leeds.gov.uk/libraries</a> and part of Leeds Learning Network.	
R13 Online booking of sports and leisure facilities, including both direct and contracted-out operations.	Amber 02/09/2004	Amber 02/09/2004
	<b>Comment:</b> Tickets for events/concerts, such as the Leeds International and Children's Film Festivals can be booked and paid for online. Sports and leisure facilities can be booked and paid for over the telephone, and we are currently developing the capacity to book and pay online for sports and leisure.	
G12 Integrated ICT infrastructure and support to ensure the consistent delivery of services across all access channels (e.g. web, telephone, face to face) based on e-enabled back offices and smart card interfaces for council library, sports and leisure services.	Amber 02/09/2004	Amber 02/09/2004
	<b>Comment:</b> The council is working with West Yorks IEG Group and West Yorks Passenger Transport Authority to establish a regional long-term smartcard solution. This is a large scale project and consequently timescales for completion are significantly extended. West Yorkshire authorities are developing a common approach. In the interim, a tactical solution based on the existing card ownership aims to link more closely cards for library, sport and arts. This outcome is being delivered in partnership with our West Yorkshire partners. Procurement of the smartcard management system incorporating agreed local authority requirements to be completed by end 2005. Local authority legal and technical preparations completed 1st quarter 2006. 12 month library, leisure and car parks pilot to commence early 3rd quarter 2006. Rollout including transport functionality from our transport partners (Metro) 2007-8.	
If already 'green' on R12, R13 & G12 above please comment on	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
E11 Agreed baseline and targets for take-up of library, sports & leisure services online, including targets for customer satisfaction and efficiency savings.  Otherwise you may leave this row blank.		
R14 Online facilities to be available to allow the public to inspect local public transport timetables and information via available providing organisation, including links to 'live' systems for interactive journey planning.	Green 01/07/2005	Green 01/07/2005
	<b>Comment:</b> In place at <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> , via a deep link to West Yorkshire Metro.	
R15 Online public e-consultation facilities for new proposals on traffic management (e.g. controlled parking zones (CPZs), traffic calming schemes), including publication of consultation survey results.	Green 12/12/2005	Green 12/12/2005
	<b>Comment:</b> In place. The traffic signals consultation has been completed. One current Highways scheme is at the consultation stage, using the Internet page. Results will be used to improve subsequent consultations on-line.	
G13 E-forms for parking "contravention mitigation" (i.e. appeal against the issue of a penalty charge notice), including email notification of form receipt and appeal procedures.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> In place. E-forms are a key part of our development programme including providing a unique customer receipt/reference. Integration to Contact Leeds CRM systems will be completed, with integration to back office in our integration development programme.	



Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>G14</b> GIS-based presentation of information on roadworks in the local area, including contact details and updated daily.	Amber 01/03/2005	Amber 01/03/2005
	<b>Comment:</b> In place. Online, searchable, text based information is available. Translation to map based presentation is under development, where we are awaiting legislation which will oblige utilities to provide full spatial information in agreed formats.	
If already 'green' on R14, R15, G13 & G14 above please comment on <b>E12</b> Agreed baseline and targets for customer satisfaction and efficiency savings. Otherwise you may leave this row blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R16</b> E-enabled "one stop" resolution of Housing & Council Tax Benefit enquiries via telephone, contact centres, or via one stop shops using workflow tools and CRM software to provide information at all appropriate locations and enable electronic working from front to back office.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> In place. Citizens can resolve in one visit or telephone call Housing and Council Tax enquiries at our corporate contact centre or network of 15 One Stop Centres. This service will be improved as a major part of our Technical Development Programme. The next stage is to develop a fully automated end-to-end solution and Contact Leeds CRM systems integration by mid 2006, which will support online resolution of enquiries.	
<b>R17</b> Online facilities to be available to allow citizens or their agents to check their eligibility for and calculate their entitlement to Housing & Council Tax Benefit and to download and print relevant claim forms.	Green 19/12/2005	Green 19/12/2005
	<b>Comment:</b> In place. We have implemented a Benefits calculator which will enable citizens to check their entitlement to benefit for public sector Housing and Council Tax Benefit. We are currently reviewing the Local Housing Allowance calculator and examining integration with claim form and back office systems. Claim forms are available in pdf format at <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> .	
<b>G15</b> Mobile office service using technology to offer processing of Council Tax and Housing Benefit claims directly from citizens homes.	Amber 02/09/2004	Amber 02/09/2004
	<b>Comment:</b> Two pilot solutions, based on tablet PCs and Digital Pens, are being evaluated, as there are technical issues which need to be resolved to ensure that this is compatible with the I T Infrastructure in Leeds. The implementation will now be delayed possibly until 30 June 2006.	
If already 'green' on R16, R17 & G15 above please comment on <b>E13</b> Agreed baseline and targets for turnaround in processing of Council Tax and Housing Benefit claims (BVPI 78) and renewals.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>E14</b> Pre-qualification of Council Tax and Housing Benefit claimants for other eligible entitlements (e.g. school uniform grants, free school meals), including pre-filling of relevant claim forms. Otherwise you may leave these rows blank.	<b>Comment:</b>	
<b>R18</b> Comprehensive and dedicated information about access to local care services available over the web and telephone contact centres.	Green 31/10/2005	Green 31/10/2005
	<b>Comment:</b> In place. Current provision of the Care-Ring service is enhanced by Supporting People National Project outputs. Solution will link to contact centre and Contact Leeds CRM systems solutions.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R19</b> Remote web access or mediated access via telephone (including outside of standard working hours availability) for authorised officers to information about individual 'care packages', including payments, requests for service and review dates.	Green 01/10/2005	Green 01/10/2005
	<b>Comment:</b> In place. Mediated access in place via Social Services Emergency Duty Team.	
<b>G16</b> Systems to support joined-up working on children at risk across multiple agencies.	Amber 01/10/2005	Green 31/03/2006
	<b>Comment:</b> In place. We are developing an online services directory and have in place ESCR as our Integrated Children's System (ICS). The council is establishing a new Children's Service, and appointed a Director of Children's Services in December 2005. DfES is developing a national child index as part of Every Child Matters, although the national timescales are extended, and so every authority is awaiting detailed guidance. Our interim approach has been to develop a common assessment framework for children in West Leeds - this will include e-solutions. In line with revised guidance on G16 we are able to demonstrate required progress.	
<b>G17</b> Joint assessments of the needs of vulnerable people (children and adults), using mobile technology to support workers in the field.	Amber 01/05/2005	Amber 01/05/2005
	<b>Comment:</b> We are developing appropriate solutions for vulnerable children, adults and older people. This will link to arrangements for G16 and also to other options, regarding the establishment of Joint Service Centres with health and other partners. Social Services is also developing wide-scale capacity through a digital pens project. In turn this can be reviewed and further developed with partners. Due to the prioritisation on an internal development, joint assessments will not be delivered in all categories by March 2006, although some capacity can be achieved after this date.	
If already 'green' on R18, R19, G16 & G17 above please comment on  <b>E15</b> Agreed baseline and targets for customer satisfaction, including improvement in numbers of users/carers who said that they got help quickly (BVPI 57).  Otherwise you may leave this row blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R20</b> Email and Internet access provided for all Members and staff that establish a need for it.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place for all Councillors and more than 7,000 staff. The council's Network Infrastructure Programme has been underway since 2003, and will be complete by early 2006 to provide improved access and a platform for home/remote working.	
<b>R21</b> ICT support and documented policy for home/remote working (teleworking) for council members and staff.	Green 01/06/2005	Green 01/06/2005
	<b>Comment:</b> In place. Our E-net home working system is also in place for senior managers. We are developing a new approach to exploit our new technical infrastructure, and a new council policy will follow. The council's initial project of new home working arrangements for 40 Benefits staff has completed and is currently being reviewed. Learning from this, the policy will be reviewed and updated in 2006.	



Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<b>R22</b> Access to home/remote working facilities to all council members and staff that satisfy the requirements set by the Council's published home/remote working policy.	Green 31/12/2005	Green 31/12/2005
	<b>Comment:</b> In place - everyone who satisfies the current council policy is entitled to home/remote working. Initial project of new home working arrangements for 40 Benefits staff is currently under way, and will be reviewed in early 2006. Learning from this the policy will be reviewed and updated in 2006, and homeworking will be offered to all staff and members who require it.	
<b>G18</b> Establishment of e-skills training programme for council members and staff with recognised basic level of attainment (e.g. European Computer Driving Licence, British Computer Society Qualification "e-Citizen").	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place.	
If already 'green' on R20, R21, R22 & G18 above please comment on  <b>E16</b> Agreed targets for baseline and efficiency savings arising from the introduction of new ways of working.  Otherwise you may leave this row blank.	<b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.	
<b>R23</b> Self-service or mediated access to all council services outside standard working hours via the Internet or telephone contact centres (i.e. available for extended hours outside of 9am-5pm Monday to Friday).	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> In place via a combination of telephone and web contact. Telephone access outside normal office hours is already in place for a number of services, and this will be cross-council by mid-2006, when all high volume telephone contact will be in the corporate contact centre. Self-service internet and e-form provision via <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> , will be enhanced as telephone contact moves to the contact centre.	
<b>R24</b> Implementation of a content management system (CMS) to facilitate devolved web content creation and website management.	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place.	
<b>G19</b> Adoption of ISO 15489 methodology for Electronic Document Records Management (ERDM) and identification of areas where current records management policies, procedures and systems need improvement to meet the requirements of Freedom of Information (FOI) and Data Protection legislation (see <a href="http://www.pro.gov.uk/about/foi/map-local.rtf">www.pro.gov.uk/about/foi/map-local.rtf</a> ).	Amber 01/09/2005	Amber 01/09/2005
	<b>Comment:</b> This is a long term project of significant scale and scope. The council's strategy development started September 2005. Short-term priorities focused on utilising ISO 15489 methodology for carrying-out Information Audits. Output from the audits will be used to develop Corporate and departmental DRM programmes including supporting policy, procedure and guidance. Information audits to be completed with DRM programme in place by end of June 2006.	
<b>G20</b> Conformance with level AA of W3C Web Accessibility Initiative (WAI) standards on website accessibility (see <a href="http://www.w3.org/WAI">www.w3.org/WAI</a> ).	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. Our website is frequently tested to meet AA level. The upgrade of <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> in August 2005 has improved accessibility and user navigation.	
<b>G21</b> Compliance with Government Interoperability Framework (e-GIF), including the Government Metadata Standard (e-GMS) (see <a href="http://www.egifcompliance.org">www.egifcompliance.org</a> & <a href="http://www.govtalk.gov.uk">www.govtalk.gov.uk</a> ).	Amber 02/09/2004	Green 01/02/2006
	<b>Comment:</b> The council's ICT Technical Blueprint ensures that all new systems and applications are implemented in compliance with the framework and standard. As legacy systems are rationalised and replaced, all our systems will comply.	

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p>If already 'green' on R23, R24, G19, G20 &amp; G21 above please comment on</p> <p><b>E17</b> Agreed baseline and targets for efficiency savings based around improved accessibility of services and information.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p><b>R25</b> Online publication of Internet service standards, including past performance and commitments on service availability.</p>	Green 01/06/2005	Green 01/06/2005
<p><b>Comment:</b> In place.</p>		
<p><b>R26</b> Monitoring of performance of corporate website, or regional web portal, between 2003/04 and 2005/06 in order to demonstrate rising and sustained use, as measured by industry standards including page impressions and unique users.</p>	Green 01/03/2005	Green 01/03/2005
<p><b>Comment:</b> In place. We are committed to having a user-friendly, transactional website.</p>		
<p><b>G22</b> Establishment of internal targets and measures for customer take-up of e-enabled access channels.</p>	Amber 01/02/2005	Green 31/03/2006
<p><b>Comment:</b> On target. Targets and measures in place for some services. Pre-implementation work in progress - we will deliver council-wide in early 2006, drawing on the e-Citizen and ODPM e-take-up national campaigns.</p>		
<p><b>G23</b> Adoption of recognised guidelines for usability of website design (see <a href="http://www.laws-project.org.uk">www.laws-project.org.uk</a>).</p>	Green 01/07/2005	Green 01/07/2005
<p><b>Comment:</b> In place.</p>		
<p>If already 'green' on R25, R26, G22 &amp; G23 above please comment on</p> <p><b>E18</b> Agreed baseline and take-up targets for migration of local authority business to e-access channels (e.g. web, telephone contact centres, Interactive Digital TV, mobile telephone) by 2005/06, including efficiency savings.</p> <p>Otherwise you may leave this row blank.</p>	<p><b>Comment:</b> The council will develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p><b>R27</b> Systems in place to ensure effective and consistent customer relationship management across access channels and to provide a 'first time fix' for citizen and business enquiries, i.e. using a common database, which holds customers records, to deliver services across different channels, and enabling joined-up and automated service delivery.</p>	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b> In place. The council was an early adopter of a CRM approach. Our change programme to support a Corporate Contact Centre is based on re-engineering processes to resolve enquiries at the the first point of contact 80% of the time. We are developing generic Contact Leeds CRM, LGOL-Net middleware, e-forms solutions and customer information systems which will link to provide a joined-up service delivery and first time fix, irrespective of the access channel. We will phase in council services over 2005/06, with the majority of high-volume citizen contact covered in this way by mid-2006.</p>		
<p><b>R28</b> All email and web form acknowledgements to include unique reference number allocated to allow tracking of enquiry and service response.</p>	Green 31/12/2005	Green 31/12/2005
<p><b>Comment:</b> In place. Combination of our existing Contact Leeds CRM system and LGOL-Net will deliver acknowledgement and reference number for email and web forms. This feature will be introduced for the onestop@leeds email inbox, and extended to other email accounts in 2006, and for e-forms relating to services as they move to the council's Corporate Contact Centre.</p>		

Outcome And Transformation Area Description	Status at 31/12/2005	Status at 31/03/2006
<p><b>R29</b> 100% of email enquiries from the public responded to within one working day, with documented corporate performance standards for both email acknowledgements and service replies.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p><b>Comment:</b> In place. The council has incorporated within our customer standards the promise to acknowledge receipt within one working day, and we will monitor and publish our performance. Our existing CRM system already supports council-wide complaints, compliments and correspondence management to meet existing standards. In combination with LGOL-Net, it can deliver acknowledgement and reference number for email and web form, and this feature will be developed initially for the onestop@leeds.gov.uk email inbox, and then extended to other email accounts in 2006.</p>	
<p><b>G24</b> Integration of customer relationship management systems with back office activity through use of enabling technology such as Workflow to create complete automation of business process management.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p><b>Comment:</b> In place. The council was an early adopter of a CRM approach, and has used CRM systems since 1999 to manage contact for high-volume services. Our Technical Development programme underway developing &amp; integrating Contact Leeds CRM, e-forms, DiP, Workflow and back office applications for services being migrated to the corporate contact centre. Our supporting BPR programme will determine the differing levels of integration proposed dependent on service, interaction type and capability of back office application.</p>	
<p><b>G25</b> Facilities to support the single notification of a change of address, i.e. a citizen should only have to tell the council they have moved on one occasion and the council should then be able to update all records relating to that person to include the new address.</p>	<p>Green 31/12/2005</p>	<p>Green 31/12/2005</p>
	<p><b>Comment:</b> On target. Current web form is in place via www.leeds.gov.uk. Further work planned to integrate self-service e-form with iammoving.com and enhance the address search using the LLPG.</p>	
<p>If already 'green' on R27, R28, R29, G24 &amp; G25 above please comment on</p>	<p><b>Comment:</b> The council has in place a new high level performance indicator for the percentage of enquiries resolved at the first point of contact. Our target is to resolve 80% of all contact in person or by telephone by 2008. The Council will also develop baseline and targets for customer satisfaction, take-up and efficiency on a range of citizen-facing services during 2006.</p>	
<p><b>E19</b> Agreed baseline and improvement targets for the percentage of public enquiries about council services resolved at first point of contact and efficiency savings resulting from investment in customer relationship management and workflow technology.</p>		
<p>Otherwise you may leave this row blank.</p>		

## Section 2 - Change Management (self-assessment)

Authorities are asked to provide information on advisory good practice outcomes relating to the internal organisation and management practices of the council that are required to help deliver the people, systems and service management changes necessary for e-government. Information supplied here will be used to inform national policy, but does not fall within the remit of the December 2005 target.

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Appointment of people to the following key local e-government functions in your Council (see <a href="http://www.idea-knowledge.gov.uk/idk/aio//206757">http://www.idea-knowledge.gov.uk/idk/aio//206757</a>):</li> </ul>		
i) Member & officer e-champions	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. The Member e-champion is the Leader of the council. The Officer e-champion is the Deputy Chief Executive.	
ii) e-government programme manager	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. The programme manager reports to the council's Customer First Board.	
iii) customer services management	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. The council has a Customer Services division within the Chief Executive's department, led by the Chief Customer Services Officer.	
<ul style="list-style-type: none"> <li>Inclusion of competency development of the above key functions and training for staff affected by e-Government projects, within the Council's workforce development planning (for more information about the e-capacity Building Programme see <a href="http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1">http://www.lamip.org/MicroSites/eCapacityBuilding/Pages/TemplateUser.aspx?PageType=StandardContent&amp;XSL=standardcontent&amp;Key=1</a>)</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> Included in Leeds Leadership Programme (LLP). Now extended from 300 senior managers to 1500 middle managers in 2003/4 running through 2005. The council will also use products and guidance from the e-capacity Building Programme in its e-take-up, efficiency and benefits realisation work.	
<ul style="list-style-type: none"> <li>Establishment of an e-delivery programme board</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place - Customer First Board leads on overall e-delivery, with the Service Transformation Board leading on technical development and Business Process Re-engineering.	
<ul style="list-style-type: none"> <li>Use of formalised programme &amp; project management methodologies (e.g. PRINCE2, MSP) to support e-delivery programme</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. PRINCE 2 methodology is used as standard on all ICT related projects. The council is now implementing a programme and project management approach across all projects in the organisation, in line with PRINCE and MSP.	
<ul style="list-style-type: none"> <li>Documentation/agreement of corporate risk management strategy for roll-out of local e-government, including regular review of risk mitigation measures</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. Risk management is a key part of all programmes and projects. This is reinforced by corporate project assurance monitoring of all major projects.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Use of customer consultation/research to inform development of corporate e-government strategy</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<p><b>Comment:</b>In place. Consultation guidelines published. Citizens' Panel established and used as part of Access to Services Best Value Review. Knowledge Management National Project is extending consultation process with strong links to e-Leeds collaborative working project. The council is examining use of the Acknowledge product to consult with online citizens.</p>	
<ul style="list-style-type: none"> <li>Establishment of policy for addressing social inclusion within corporate e-government strategy</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<p><b>Comment:</b>In place. The council's corporate e-government approach is closely aligned with the 2003 Access to Services Best Value Review and Service Improvement Plan, and the Customer Strategy 2005-08. The Customer First Board which leads on e-government ownership has a clear remit for addressing social inclusion. Web site offers increased foreign language content and addresses other accessibility issues.</p>	
<ul style="list-style-type: none"> <li>Identification of the specific needs of the most disadvantaged groups and exploring how Information Communication Technologies (ICT) can help to address these needs (see <a href="http://www.socialexclusion.gov.uk/page.asp?id=583">http://www.socialexclusion.gov.uk/page.asp?id=583</a>)</li> </ul>	Amber 01/09/2005	Green 31/03/2006
	<p><b>Comment:</b>On target. The council has a priority of narrowing the gap, and all our plans aim to address the needs of the most disadvantaged groups. The 2003 Access to Services Best Review identifies key disadvantaged groups. Our work programme for 2006 will be aligned with the recommendations of the 'e-Government: Reaching Socially Excluded Groups?' report. This will build on our long-established approach to promote social inclusion and IT skills development in public access computers in our libraries, training on IT and e-citizenship, and advice for groups such as job seekers. For example, our analysis of the citizens attending learning sessions in libraries during April-June 2005 revealed that more than one third had some form of disability, 16.5% were from BME groups, and 11% were unemployed.</p>	
<ul style="list-style-type: none"> <li>Appointment of officer(s) to lead on corporate governance of information assets and information legislation (e.g. Freedom of Information Act), including information sharing and data quality audit procedures</li> </ul>	Green 03/09/2004	Green 03/09/2004
	<p><b>Comment:</b>In place. Officers in place in Legal and Democratic Services with departmental contacts on specific issues (e.g. Freedom of Information). The council has also recently appointed a Head of Information and Knowledge Management, who will lead on corporate governance and audit.</p>	
<ul style="list-style-type: none"> <li>Establishment of Public Services Trust Charter re the use of personal information collected to deliver improved services, including data sharing protocol framework (see <a href="http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf">http://www.dca.gov.uk/foi/sharing/toolkit/lawguide.pdf</a> &amp; <a href="http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf">http://www.govtalk.gov.uk/documents/eTrustguidegovtalk.rtf</a>) and designation of an Information Sharing Officer</li> </ul>	Green 01/03/2005	Green 01/03/2005
	<p><b>Comment:</b>In place. Data sharing protocols and associated training have been in place for some years with Police and NHS, plus other West Yorkshire authorities.</p>	
<ul style="list-style-type: none"> <li>Establishment of partnerships for the joint (aggregated) procurement of broadband services</li> </ul>	Green 01/03/2005	Green 01/03/2005
	<p><b>Comment:</b>The council supports the West Yorkshire partnership which will jointly procure broadband services. However, Leeds is large enough to procure its broadband services independently.</p>	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>Engagement with intermediaries re addressing issues of take up and efficiency in the delivery of e-government services (e.g. Citizens Advice Bureaux) and including intermediaries component of Government Connect (see <a href="http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf">http://www.govtalk.gov.uk/documents/intermediaries_policy_document.pdf</a> &amp; <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Amber 01/09/2005	Green 31/03/2006
	<b>Comment:</b> On target. Take up and efficiency are major themes in our e-government work programme 2006. Trusted partnership working proven through Social Services Demonstrator Project. Work ongoing with Community Legal Service Partnership. The West Yorkshire Partnership has applied to be an early adopter of Government Connect.	
<ul style="list-style-type: none"> <li>Compliance with BS 7799 on information security management</li> </ul>	Green 01/03/2005	Green 01/03/2005
	<b>Comment:</b> The council does not plan formal accreditation, but we will use BS 7799 as the standard to which the council aspires, and we are currently reviewing our information security management against the standard.	
<ul style="list-style-type: none"> <li>Implementation of Benefits Realisation Plan for delivery of local e-government programme strategic objectives</li> </ul>	Amber 01/01/2005	Green 31/03/2006
	<b>Comment:</b> On target. The council will co-ordinate through Customer First and Service Transformation programmes, and a revised Better Business Case methodology. This will align with our broader approach to efficiency and benefits realisation.	
<ul style="list-style-type: none"> <li>Completion of mapping of Local Government Services List transactions against approved security levels (0-3) (see <a href="http://www.esd.org.uk/standards/lgs/lgs.doc">http://www.esd.org.uk/standards/lgs/lgs.doc</a> &amp; <a href="http://www.authentication.org.uk/levels.asp">http://www.authentication.org.uk/levels.asp</a> &amp; <a href="http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc">http://e-government.cabinetoffice.gov.uk/assetRoot/04/00/22/40/04002240.doc</a>)</li> </ul>	Amber 02/09/2004	Amber 02/09/2004
	<b>Comment:</b> On target. This project will now be completed through the national authentication level risk assessment. The council completed the risk assessment of its bundle of LGSL services in August 2005 and submitted the results to Government Connect. However, the programme timescales for this national project are extended as Government Connect has not yet secured the commitment of all local authorities, and there is significant work outstanding on agreeing security levels for LGSL services.	
<ul style="list-style-type: none"> <li>Planned compliance to HMG Security and authentication frameworks through commitment to citizen, employee and volunteer account registration in Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal">http://www.govconnect.gov.uk/ccm/portal</a>)</li> </ul>	Red 30/04/2004	Green 31/03/2006
	<b>Comment:</b> In place. The council has applied to become an early adopter of Government Connect and expects to make the transition to the Government Connect authentication framework once established.	
<ul style="list-style-type: none"> <li>Compliance with an independent trust scheme approval process designed to provide assurance for individuals and companies using or relying upon e-business transactions (see <a href="http://www.tscheme.org">www.tscheme.org</a>) and which will work with Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>)</li> </ul>	Red 01/09/2004	Amber 31/03/2006
	<b>Comment:</b> On target. The council expects to make the transition to the Government Connect Code of Connection solution once it becomes established and plan to introduce an independent trust scheme alongside for all five West Yorkshire authorities.	
<ul style="list-style-type: none"> <li>Use of Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a>) to support: <ul style="list-style-type: none"> <li>i) personalisation &amp; registration for services categorised at security levels '0' and '1' through the citizen account</li> </ul> </li> </ul>	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> In place. A local solution has been put in place for levels 0 & 1 in line with the Government Connect guidelines. The council expects to make the transition to the Government Connect solution once it becomes established.	

Change Management Area	Status at 31/12/2005	Status at 31/03/2006
ii) adoption of Unique IDentifiers (UIDs) and associated standards, as designated in Government Connect	Red 01/06/2005	Green 31/03/2006
	<b>Comment:</b> In place. Our local solution allocates a UID to citizens registering for online services. We are awaiting guidance on the format for Government Connect for citizens, which we will implement.	
iii) the bereavement journey & closing of accounts (see <a href="http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp">http://www.cabinetoffice.gov.uk/regulation/pst/projects/mad/bereave.asp</a> )	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. When Government Connect is adopted it will be used as an entry point to online services of which this will be one. The management of this service will be part of our UCMI solution.	
iv) citizen & business authentication for services for services categorised at security levels 0-3	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. A local solution has been put in place for levels 0 & 1 in line with the Government Connect guidelines. We expect to make the transition to the Government Connect solution once it becomes established and then look to add level 2-3 services.	
v) registration & authentication of employees for internal and cross-agency services	Red 01/06/2005	Green 31/03/2006
	<b>Comment:</b> In place. We currently have single sign-on and authentication for employees, drawing on our SAP e-HR system. The council expects to make the transition to GC-Register solutions once they have been established.	
vi) corporate approach to collection of e-payments	Amber 01/08/2005	Green 31/03/2006
	<b>Comment:</b> In place. We have a local corporate e-payment solution in place currently. We will review the links & potential transition to the national gateway once this is established.	
vii) cross agency secure transactions (Government to Government)	Red 01/06/2005	Green 31/03/2006
	<b>Comment:</b> In place. The council expects to make the transition to the Government Connect (GC Messaging) solution once it becomes established.	
viii) account structures for citizens, businesses, property, voluntary & community bodies, schools and parishes	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. The council expects to make the transition to the Government Connect solution once it becomes established and link with our local UCMI solutions. We have taken part in the review of the Business Account structure with ROL.	
ix) common XML schema and frameworks for performance management, Local Strategic Partnerships and Local Area Agreements (where in place)	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. The council expects to make the transition to the Government Connect (GC Exchange) solution once it becomes established.	
x) GC Register (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. The council expects to make the transition to the Government Connect (GC Register) solution once it becomes established.	








Change Management Area	Status at 31/12/2005	Status at 31/03/2006
xi) GC Exchange (see <a href="http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en">http://www.govconnect.gov.uk/ccm/woss-demo/the-programme.en</a> )	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> On target. The council expects to make the transition to the Government Connect (GC Register) solution once it becomes established.	
• Government Connect (see <a href="http://www.govconnect.gov.uk/ccm/portal/">http://www.govconnect.gov.uk/ccm/portal/</a> ) back office connection in place (Department Interface Server)	Red 01/06/2005	Amber 31/03/2006
	<b>Comment:</b> To be determined through our West Yorkshire Partnership approach. Once established, transition will be made to Government Connect as an entry point to online services. Local integration solutions using LGOL.Net are being developed for online services and CRM solutions.	
• Enable Directgov (see <a href="http://www.direct.gov.uk">www.direct.gov.uk</a> ) to deeplink into service pages on local authority websites, by providing & maintaining URL data, based on Local Government Service & Interaction lists, standard schemas and formats, as directed by the Local Directgov programme (see <a href="http://www.localegov.gov.uk/localdirectgov/ieg5">http://www.localegov.gov.uk/localdirectgov/ieg5</a> )	Green 08/12/2005	Green 08/12/2005
	<b>Comment:</b> In place. The council completed deeplinking for an initial two sets of 240 priority services, enabling citizens will be able to access the correct web page from the Directgov website. We are investigating the best way to input and make sustainable links to all other LGSL services.	
• Reciprocal connection to Directgov (see <a href="http://www.direct.gov.uk">http://www.direct.gov.uk</a> ) from corporate website and partnership portal(s)	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place, on every page on the <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> website.	
• Introduction of Digital Interactive TV services (see <a href="http://www.digitv.org.uk">http://www.digitv.org.uk</a> )	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. DigiTV Leeds can also be accessed via <a href="http://www.leeds.gov.uk">www.leeds.gov.uk</a> .	
• Establishment of dedicated telephone contact centre(s) services	Green 03/09/2004	Green 03/09/2004
	<b>Comment:</b> In place. The council has had in operation dedicated telephone contact centres for several years. In 2004, the Council determined to set up a single corporate contact centre 'Contact Leeds', handling 90% of all public telephone contact to the Council. By summer 2006 high volume telephone and email contact will be handled in the corporate contact centre.	
• Compliance with Freedom of Information Act 2000, including responding to requests for information from individuals within a reasonable time period (see <a href="http://www.lcd.gov.uk/foi/foidpunit.htm">http://www.lcd.gov.uk/foi/foidpunit.htm</a> & <a href="http://www.pro.gov.uk/recordsmanagement/access/default.htm">http://www.pro.gov.uk/recordsmanagement/access/default.htm</a> )	Green 01/01/2005	Green 01/01/2005
	<b>Comment:</b> In place. Our policy has met these requirements for some time. We are developing our corporate approach to document records management as part of our approach to Freedom of Information.	
• Regularly-maintained link from Local Land & Property Gazetteer (LLPG) to National Land & Property Gazetteer (NLPG) (see <a href="http://www.nlpg.org.uk">http://www.nlpg.org.uk</a> )	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> In place. Data already supplied to NLPG on an irregular basis. Our replacement gazetteer management system will provide interfaces to support regular data exchange.	
• Local Land & Property Gazetteer (LLPG) linked to Customer Relationship Management (CRM) systems	Green 03/09/2005	Green 03/09/2005
	<b>Comment:</b> In place. Our Contact Leeds CRM systems use the LLPG for citizen address checks.	



Change Management Area	Status at 31/12/2005	Status at 31/03/2006
<ul style="list-style-type: none"> <li>• Connection to National Land Information Service (NLIS) at Level 3 (see <a href="http://www.nlis.org.uk">http://www.nlis.org.uk</a>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> In place. Local Land Charges replacement system was implemented in 2004. Automated NLIS interface dependant on security issues which were addressed within the Network Infrastructure Project in mid-2005.	
<ul style="list-style-type: none"> <li>• Introduction and maintenance of an online service directory for Children's services for professionals working with children &amp; young people, and allowing public access where possible (for further information see <a href="http://www.dfes.gov.uk/isa">http://www.dfes.gov.uk/isa</a>)</li> </ul>	Green 01/12/2005	Green 01/12/2005
	<b>Comment:</b> In place. We are developing an online service directory as part of the children's services project.	

### Section 3 - BVPI 157

Councils are asked to complete the following table using the definition of Best Value Performance Indicator (BVPI) 157 for Electronic Service Delivery (Corporate). You are required to validate your local list of interactions against Version 2.01 of the Local Government Services List (LGSL) developed by local authority members of the esd-toolkit ([www.esd-toolkit.org](http://www.esd-toolkit.org)). All totals and percentages shown should be cumulative.

BVPI 157 Interaction Type	Forecast average IEG5 % e-enabled position at 31 December 2005	Actual				
		01/02 	02/03 	03/04 	04/05 	05/06 
<b>Providing information:</b> ● Total types of interaction e-enabled ● % e-enabled	99 %	● 234 ● 40.70 %	● 320 ● 55.65 %	● 481 ● 83.65 %	● 542 ● 94.26 %	● 575 ● 100.00 %
<b>Collecting revenue:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 4 ● 22.22 %	● 5 ● 27.78 %	● 8 ● 44.44 %	● 15 ● 83.33 %	● 18 ● 100.00 %
<b>Providing benefits &amp; grants:</b> ● Total types of interaction e-enabled ● % e-enabled	92 %	● 1 ● 20.00 %	● 2 ● 40.00 %	● 3 ● 60.00 %	● 4 ● 80.00 %	● 5 ● 100.00 %
<b>Consultation:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 5 ● 10.20 %	● 19 ● 38.78 %	● 36 ● 73.47 %	● 46 ● 93.88 %	● 49 ● 100.00 %
<b>Regulation (such as issuing licenses):</b> ● Total types of interaction e-enabled ● % e-enabled	90 %	● 27 ● 62.79 %	● 30 ● 69.77 %	● 32 ● 74.42 %	● 40 ● 93.02 %	● 42 ● 97.67 %
<b>Applications for services:</b> ● Total types of interaction e-enabled ● % e-enabled	96 %	● 75 ● 34.25 %	● 120 ● 54.79 %	● 170 ● 77.63 %	● 211 ● 96.35 %	● 216 ● 98.63 %
<b>Booking venues, resources &amp; courses:</b> ● Total types of interaction e-enabled ● % e-enabled	88 %	● 1 ● 10.00 %	● 3 ● 30.00 %	● 5 ● 50.00 %	● 8 ● 80.00 %	● 10 ● 100.00 %
<b>Paying for goods &amp; services:</b> ● Total types of interaction e-enabled ● % e-enabled	91 %	● 7 ● 43.75 %	● 8 ● 50.00 %	● 10 ● 62.50 %	● 12 ● 75.00 %	● 15 ● 93.75 %
<b>Providing access to community, professional or business networks:</b> ● Total types of interaction e-enabled ● % e-enabled	98 %	● 14 ● 36.84 %	● 21 ● 55.26 %	● 29 ● 76.32 %	● 31 ● 81.58 %	● 38 ● 100.00 %
<b>Procurement:</b> ● Total types of interaction e-enabled ● % e-enabled	86 %	● 0 ●	● 0 ●	● 0 ●	● 0 ●	● 0 ●
<b>Total:</b> ● Total types of interaction e-enabled ● % e-enabled	97 %	● 368 ● 37.82 %	● 528 ● 54.27 %	● 774 ● 79.55 %	● 909 ● 93.42 %	● 968 ● 99.49 %

## Section 4 - Access Channel Take-Up

In order to demonstrate public take-up of the main e-access channels that you are investing in, you are asked to complete the table below detailing actual and forecast figures for numbers of e-enabled payment transactions and change of address notifications. Planning authorities should also complete the Local Service Website line for planning applications. It is important that e-access channel investment and rollout also facilitates accompanying improvements in the corporate management capability required to monitor and collect such statistics. Click on the light bulb icons for industry definitions of page impressions and unique users.

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
<b>Local Service Websites</b>					
• Page impressions (annual)	14,247,000	15,527,000	17,254,681	22,000,000	24,000,000
• Unique users, i.e. separate individuals visiting website (annual)	1,650,000	2,136,000	3,118,764	3,200,000	4,000,000
• Number of e-enabled payment transactions accepted via website	8,400	10,500	16,000	22,000	27,000
• Number of change of address notifications accepted via website	350	450	998	1,200	1,600
• Number of planning applications accepted via website (including through the Planning Portal)	100	100	150	300	500
	<b>Comment:</b> There has been a growth in online payments to the council, particularly for Council Tax and payment of Housing rents. Over the period April 2005 - February 2006, the council took almost £1.6 million in online payments. We will actively encourage and promote online payments in future years.				
<b>Telephone</b> <i>(i.e. telephone interactions where officers can access electronic information and/or update records on-line there and then, including interactions in contact centres)</i>					
• Number of e-enabled payment transactions accepted by telephone	51,000	86,000	172,000	200,000	225,000
• Number of change of address notifications accepted via telephone	250	500	1,000	1,000	1,000
	<b>Comment:</b> There has been a significant growth in e-enabled payments by telephone and IVR (i.e. 24-hour touch-tone telephone). Over the period April 2005 - February 2006, the council took £9.9 million in payments over our IVR lines, and £7.5 million by telephone. We are seeking to encourage and promote these forms of payment to the council in future years.				
<b>Face To Face</b> <i>(i.e. front-line operations where officers can access electronic information and/or update records on-line there and then, including interactions at reception desks, One Stop Shops &amp; home visits)</i>					
• Number of e-enabled payment transactions accepted via personal contact	1,412,000	1,303,000	20,000	20,000	20,000

E-enablement & Main E-Access Channel Take-Up	Actual			Forecast	
	03/04	04/05	05/06	06/07	07/08
• Number of change of address notifications accepted via personal contact	250	500	1,000	1,000	1,000
	<b>Comment:</b> The council has closed many of its cash offices, for example at our Great George Street One Stop Centre and Neighbourhood Housing Offices as part of our plans to encourage online and telephone payments.				
<b>Other Electronic Media</b> (e.g. BACS, text messaging)					
• Number of e-enabled payment transactions accepted via BACS	1,924,000	2,001,000	3,300,000	3,400,000	3,500,000
• Number of e-enabled payment transactions accepted via text message or other electronic form	90,500	76,000	48,000	48,000	48,000
• Number of change of address notifications accepted via other electronic media	100	100	100	100	100
	<b>Comment:</b> The BACS payment figures include all Direct Debit, standing order, Post Office, bank counter and Co-op Paypoint payments. Over the period April 2005 - February 2006, the Council took almost £490 million in BACS payments. The text/electronic transactions include payments by Council employees via payroll.				
<b>Non Electronic</b> (e.g. cash office, post)					
• Number of payments accepted by cheque or other non-electronic form	200,100	184,700	240,000	220,000	200,000
• Number of change of address notifications accepted via non-electronic form	100	100	100	100	100
	<b>Comment:</b> The Council is encouraging citizens to pay online or by telephone/IVR to reduce the number of postal payments.				

## Section 5 - Local e-Government Implementation Expenditure

Councils are asked to provide a summary of current and forecast expenditure on implementing electronic government up to 2007/08. This should include the standard elements in the table below and brief commentary on the use of IEG money. For 2005/6 onwards, please include best estimates of revenue and capital expenditure even though the council may not yet have officially approved the budgets. (Please note that implementing e-government expenditure refers to investment designed to e-enable local services and to transform their accessibility, quality and cost-effectiveness in line with the 2005 target. Cyclical spend related to the maintenance of the existing ICT infrastructure should not be included):

Programme Resource	Backward Look (£)			Forward Look (£)	
	01/02 to 03/04	04/05	05/06	06/07	07/08
• IEG capital grant	400,000	350,000	150,000		
	<b>Comment:</b>				
• ODPM Local e-Government Support & Capacity Programme capital grant	0	0	0	0	0
	<b>Comment:</b>				
• your council's nominal pro rata share of ODPM Local e-Government Partnership Programme capital grant allocated in your area	6,391,000	357,000	222,000	0	0
	<b>Comment:</b> From Single Regeneration Budget and Neighbourhoods Renewal Fund; Department for Work & Pensions; Department of Health; ODPM Community safety/e-Leeds/Pathfinder/Knowledge Management/NePP; W Yorks E-Government Group.				
• financial contribution from public-private partnerships	0	0	600,000	0	0
	<b>Comment:</b> PFI funding for One Stop Centres and other face-to-face provision in partnership.				
• resources being applied from internal revenue and capital budgets to implement e-government	26,841,000	16,388,000	5,424,000	4,496,000	0
	<b>Comment:</b> This is funding from the council's ICT Development budget. The figures for 2005/06 onwards includes the following projects which are direct enablers of e-government. 100% of: Service Transformation/Gershon; Contact centre; GIS; Siebel CRM; Corporate property database; School Admissions; ; Document Management; Workflow; Mobile Technology 18% of Network Infrastructure Programme. This is a different approach to previous years, when the council included spending on some programmes which enabled, although did not directly deliver e-government.				
• other resources (e.g. training) (please specify)	0	125,000	125,000	0	0
	<b>Comment:</b> Lottery funding for new museum.				
• ODPM e-Innovations Fund capital grant	0	0	0	0	0
	<b>Comment:</b> None forecast at present.				
• financial contributions from other sources of Government funding, such as the Invest to Save Budget (ISB), EU funding	0	0	0	0	0

	Backward Look (£)			Forward Look (£)	
Programme Resource	01/02 to 03/04	04/05	05/06	06/07	07/08
	<b>Comment:</b> None forecast at present. The council has applied for funding from various sources, and, where successful, these contributions will be included in future IEG statements.				
<b>TOTAL</b>	<b>33,632,000</b>	<b>17,220,000</b>	<b>6,521,000</b>	<b>4,496,000</b>	<b>0</b>

## Section 6 - Local e-Government Programme Efficiency Gains

The calculation of efficiency gains from local e-government has been designed to align with the approach to measuring achievement against the efficiency gains target set out in the January 2005 Efficiency Technical Note (ETN) for Local Government. Links to listed websites in the table Notes also offer a key source of support in calculating figures.

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Corporate services, of which:								
• e-recruitment	0	0	0	0	330,000	0	330,000	0
	<p><b>Comment:</b> The council is a major recruiter, and has modernised its approach to recruitment since the 2001 Best Value Review of Personnel and Payroll. We centralised recruitment in July 2005 and are planning to partner with a commercial organisation to deliver e-recruitment in 2006. The project was given initial approval by our Gershon (Efficiency) Board in October 2005. At this stage the project does not identify cashable efficiencies, although improvements in terms of quality, profile, reputation, equalities and value for money are projected. The Council aims to increase e-recruitment to 40% (or higher) as a proportion of all recruitment. If the council were to achieve this figure, the non-cashable annual saving solely in terms of paper and post has been estimated at more than £330,000. This amount will subsequently be reinvested to improve the overall quality and effectiveness of recruitment to the Council and the community.</p>							
• e-payments	320,000	80,000	350,000	80,000	400,000	80,000	450,000	80,000
	<p><b>Comment:</b> The council has established an e-payments Board. The council is widening in 2005/06 the range of services for which payments can be made by telephone, using IVR and online. In particular, we will promote online 'book and pay' for identified key services. Our approach for 2006 onwards will be to promote the cheapest forms of payment to the council and capture the resulting efficiency gains. The estimates here represent conservative projections based on the growth of online and IVR (touch-tone telephone) payments. The growth of cheaper payment methods, such as online and IVR payments, has enabled us to close cash offices on our One Stop Centres and Neighbourhood Housing Offices.</p>							
• corporate services efficiencies not covered above	0	0	1,101,000	1,101,000	0	0	0	0
	<p><b>Comment:</b> We have realised 2005/06 gains from, among other sources, producing plans and statements in electronic format, decommissioning our mainframe computer systems, rationalising the use of printers within the departments.</p>							
e-Procurement, of which:								

	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
Efficiency Gains								
• Service specific	0	0	0	0	0	0	0	0
	<b>Comment:</b> Our new Procurement Strategy 2005-08 sets out our high-level approach to e-Procurement. We have identified a number of procurement aims under the broad headings of: Socially responsible procurement; Efficient and effective procurement; and Supplier management. We have identified the current position, main issues and future targets for each aim. The targets are intended to provide a framework within which further specific targets can be developed during yearly service planning. As well as a general approach, we will also develop strategies and specialist areas.							
• Cross-cutting e-procurement efficiencies not covered above	556,000	0	0	0	0	0	0	0
	<b>Comment:</b> The West Yorkshire partnership e-Procurement Strategy has the following five aims: Standardisation of documentation & procedures; Electronic tendering; e-Enabling the 'procure-to-pay' cycle; SME marketing & change management; Joint sourcing, contract & supplier management; Our approach will deliver efficiencies in line with the Council's overall Efficiency strategy below.							
Productive time, of which:								
• Service specific	0	0	100,000	0	0	0	0	0
	<b>Comment:</b> 2005/06 gains from managing higher workload in Planning Services with existing resources. Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
• Cross-cutting productive time efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b> Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
Transactions	0	0	464,000	464,000	464,000	464,000	464,000	464,000
	<b>Comment:</b> 2005/06 gains from improved efficiency resulting from the introduction of a new Council Tax and Benefits system and decommissioning of the authority's cash receiving system. We have also realised gains from the implementation a new payroll system which has enabled the move from weekly to monthly payroll. Our approach will deliver efficiencies in line with the council's overall Efficiency strategy below.							
Miscellaneous efficiencies not covered above	0	0	0	0	0	0	0	0
	<b>Comment:</b>							
<b>TOTAL EFFICIENCY GAINS - GROSS</b>	<b>876,000</b>	<b>80,000</b>	<b>2,015,000</b>	<b>1,645,000</b>	<b>1,194,000</b>	<b>544,000</b>	<b>1,244,000</b>	<b>544,000</b>



	Backward Look (£)				Forward Look (£)			
	04/05		05/06		06/07		07/08	
Efficiency Gains	Annual gain	...of which cashable	Annual gain	...of which cashable	Expected annual gain	...of which cashable	Expected annual gain	...of which cashable
LESS e-government implementation expenditure	17,220,000		6,521,000		4,496,000		0	
	<p><b>Comment:</b> Our strategy for securing efficiency gains. The council has clearly articulated its priorities in its Corporate Plan 2005/08. The plan is explicitly linked to our Community Strategy and reflects the views of local people. In order to enable delivery of these priorities the council has recently established closer links between the service planning framework and the budget planning process. Fundamental to this is the process by which we identify and then secure efficiency gains in order to fund our priorities. This process is outlined below. Stage 1 Assess all services against, as a minimum, the criteria of, value to both customers and the council, their strength of delivery and the cost of the service. Stage 2 Peer review of all service assessments to allow creation of council-wide list of priority services for review. Stage 3 Produce service portfolios and service improvement plans based, in part, the prioritisation accorded to each service. Stage 4 Risk assessment. Stage 5 Implement service improvement plans, tracking and recording the delivery of efficiency gains and conducting quality cross-checks. Stage 6 Redirect efficiency gains to priorities. Stage 7 Review and learn. In addition, for 2005/06 only, we will also be including a number of efficiency savings made during 2004/05. These have not been determined and are therefore in addition to the figures below.</p>							
<b>TOTAL EFFICIENCY GAINS - NET</b>	<b>-16,344,000</b>		<b>-4,506,000</b>		<b>-3,302,000</b>		<b>1,244,000</b>	



Agenda item:

Originator: David Outram

Tel: 2143939

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## Report of the Deputy Chief Executive

Date: 19<sup>th</sup> April 2006

Subject: Progress Report on the PPP/PFI Programme in Leeds

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### Electoral wards affected:

All

### Specific implications for:

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in  
(details contained in the report)

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### EXECUTIVE SUMMARY

At its meeting on the 9<sup>th</sup> March 2005 the Board approved the governance and management framework for Leeds City Council PPP/PFI projects and programmes. Members subsequently requested a six monthly update on Leeds City Council PPP/PFI projects and programmes.

At its meeting on the 13<sup>th</sup> October 2005 the Board approved an update report on PPP/PFI governance

This report provides:

- A progress report on Leeds City Council PPP/PFI projects and programmes.
- An update report on PPP/PFI governance.

## **1.0 BACKGROUND**

1.1 Executive Board requested at its meeting on the 9<sup>th</sup> March 2005, six monthly updates on:

- the progress of PPP/PFI projects and programmes
- the implementation of the governance framework.

This is the second update report by the by the Deputy Chief Executive.

## **2.0 Leeds City Council PPP/PFI projects and programmes**

2.1 March 2005 – March 2006 has continued to provide a challenging agenda for the delivery of Leeds City Council PPP/PFI schemes.

The scope of these initiatives are outlined in Appendix 1, including currently:

- Street Lighting PFI Project to replace and maintain the street lighting across the whole of the Leeds Metropolitan District. Within the first five years of the contract 80% of the existing street lighting will be replaced. This project is programmed to reach reached financial close before April 2006.
- Building Schools for the Future Programme (with a capital investment of £249m in Wave 1) is in procurement, with bids due to be received from the selected bidders on 12<sup>th</sup> April 2006. Wave 1 includes the re-building or re-modeling of 14 secondary schools.
- Independent Living PFI Project to replace existing hostel provision with small units which promote independent living. The Outline Business Case (OBC) was approved by the Department of Health (DOH) and the Office of the Deputy Prime Minister (ODPM) in November 2005 securing £60m of funding. This project has now commenced its procurement phase.

2.2 Evidence of the Council's successes since March 2005 can be shown through:

- Education Leeds – The signing of Combined Secondary Schools Contract with Investors in the Community (IIC). The project is now in the construction phase with the first four schools due for completion by September 2006 and the final two schools due for completion the following year, in accordance with the programme.
- Neighbourhoods and Housing - The start on site in June of the Swarcliffe PFI project, a 30 year contract with Yorkshire Transformation Limited.
- Education Leeds - The opening from April to September 2005 of ten new primary schools with QED.
- Social Services – The successful outcome of an independent 4Ps Gateway Review of the Independent Living Project, the submission of the OBC to the DOH and the ODPM securing £60m of funding, and procurement commenced January 2006.
- Learning and Leisure – Securing £30m of funding for the New Leaf project for leisure centres, 25% of the national funding available, from the Department of Culture Media and Sports (DCMS).
- Neighbourhoods and Housing – The successful completion of two independent 4Ps Gateway Reviews of the Little London project and the preparation for submission of the revised OBC.
- Education Leeds – Building Schools for the Future (Wave One). The Official Journal of the European Union (OJEU) notice commencing the procurement of the Programme was issued in August 2005. The project is currently in procurement and the contract is programmed to be signed at the end of January 2007.
- City Services – The appointment of Tay Valley Lighting as preferred bidder and

the programmed signing of the Street Lighting Contract in March 2006, with services due to commence July 2006.

- Beacon Award – The receipt of a Beacon Award for Procurement from IDeA, including the PFI contracts.
- Quality in Construction ‘Highly Commended’ status for Primary Schools.

### 2.3 In relation to areas for development:

- An action plan has been approved by PPP/PFI Coordination Board incorporating lessons learnt from recent internal and external inspections and audits. The report and action plan is to be presented to the Corporate Governance and Audit Committee in April 2006.
- A further Expression Of Interest for £5m of credits has been submitted to the DFES to support young people by providing additional transitional care units in the Independent Living Project. This will create additional Early Years Centres as part of the BSF Programme. A decision is anticipated in April 2006.
- An Expression of interest for over £100m of credits is due to be submitted by the Director of City Services for integrated waste management.
- An Expression of Interest is due to be submitted by the Director of Neighbourhoods and Housing for Beeston Hill and Holbeck.

## 3.0 GOVERNANCE IMPLEMENTATION

3.1 In response to an independent 4Ps Gateway Review of the Council's Building Schools for the Future Programme, a Governance and Management Framework for City Council PPP/PFI projects and programmes was approved by Executive Board in March 2005.

3.2 In order to support this framework and to continue to deliver the the PPP Unit has undergone a great deal of change in the 12 months since the approval by of the Governance arrangements in March 2005. The initial timetable for the implementation of the Governance framework from April 2005 required both additional and the realignment of existing resources.

3.3 The Council's Chief Officer - Human Resources, on 4<sup>th</sup> January 2006, formally agreed the proposals for the revised staffing and payment structure for the PPP Unit. Formal approval was also given for the recruitment to the posts required to deal with the increasing workload of the PPP Unit and additional posts required to implement the Corporate Governance arrangements approved by Executive Board on 9<sup>th</sup> March (and as developed on 13<sup>th</sup> October 2005, when Executive Board reviewed the arrangements).

3.4 Significant progress has been made in the recruitment to the new and vacant posts within the Unit, in particular the recruitment of the Senior Executive Manager (Projects and Technical), additional Executive Project Managers and the Executive Manager for Governance and Business Management.

3.5 However there has been mixed success in recruiting to posts below this level. During the recruitment process nine of the additional posts were filled. Four posts were recruited from within the Unit, which in itself created further vacant posts that will be required to be filled. A number of other posts remain unfilled due to the difficulties encountered attracting suitably qualified and experienced staff, most notably in the legal, technical and payment and performance sections.

3.6 The portfolio of projects continues to expand with the recent news from the DFES that Expressions of Interest (EOI's) are being invited, by June 2006, in relation to additional investment of £1.15 billion and up to £7billion extra in total for a national programme of

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Primary school replacement and refurbishment.

- 3.7 A further recruitment exercise is currently underway to secure the remaining unfilled posts within the unit and PPP/PFI Coordination Board received a report on the 31<sup>st</sup> January 2006 identifying resource pressures within the unit and the PPP/PFI portfolio and contingency planning is currently underway to address these shortfalls.

#### **4.0 FINANCIAL IMPLICATIONS**

- 4.1 There are no direct financial implications from this report.

#### **5.0 RECOMMENDATIONS**

- 5.1 Executive Board is recommended to note the current status of PPP/PFI projects and programmes and the implementation of the governance framework

#### **6.0 Documents and websites used in the preparation of this report**

- Leeds City Council –Building Schools for the Future, 4ps Gateway review September 2004
- Leeds City Council – Independent Living Project, 4Ps Gateway review June 2005
- Leeds City Council - Little London Housing PFI Project, 4Ps Gateway review October 2005
- Leeds City Council – Little London Housing PFI Project, 4Ps Gateway review February 2006
- Leeds City Council – Review of Third Party Arrangements, KPMG September 2005

## Appendix One PPP/PFI Programmes/Projects

Current City Council Projects	Current Situation	Current Stage	Capital Investment £m
<b>Cardinal Heenan High School PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract signed in 1999 it was a 'pathfinder' project in the Education sector.</li> <li>• The new school was opened in August 2000 and the project was refinanced in 2003.</li> <li>• The project provides a new build school for 900 children and young people.</li> <li>• The contract provides for periodic benchmarking and market testing of soft services and the first such exercise is currently underway. This has resource implications for all parties which will be monitored closely by the Chief Learning Officer.</li> </ul>	Operational	£9m
<b>Leeds 7 Schools PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract signed in October 2001.</li> <li>• Service commencement was achieved for the five primaries in September 2002 and for the two secondary schools in August 2003.</li> <li>• This project provides seven new build schools for 4,700 children and young people.</li> <li>• A joint review of the commissioning of the facilities is being implemented in accordance with a programme agreed by all parties. This is in response to inconsistencies identified through the reporting requirements of the contract. The Chief Learning Officer has initiated a project to investigate and remedy the situation.</li> </ul>	Operational	£38m
<b>Leeds Primary Schools PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract signed in April 2004.</li> <li>• Service commencement was achieved in March and September 2005.</li> <li>• This project provides ten new build schools for over 3,800 young children in Leeds.</li> </ul>	Operational	£36m

Current City Council Projects	Current Situation	Current Stage	Capital Investment £m
<b>Swarcliffe Social Housing PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract signed in March 2005.</li> <li>• Operation and construction commenced June 2005.</li> <li>• The project will provide good quality housing in the Swarcliffe area of Leeds for the tenants of approximately 1,600 Council dwellings and estate regeneration including remodelling the road network, new play areas and over 400 new homes for sale and rent.</li> </ul>	Construction and Operation	£113m
<b>Leeds Combined Secondary Schools PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract signed in April 2005.</li> <li>• The project is now in the construction phase with the first four schools due for completion by September 2006 and final two schools due for completion the following year.</li> <li>• Phase One, the first four schools, is programmed for handover on 18/09/06, with Phase Two, the final two schools programmed for August 2007. The Chief Learning Officer is working closely with the contractor to seek to achieve a handover of the Phase One schools earlier in the programme.</li> <li>• This project will provide five secondary schools and one primary school, including a children's centre, for over 5,700 children and young people in Leeds.</li> </ul>	Construction	£97m
<b>Street Lighting PFI Project</b>	<ul style="list-style-type: none"> <li>• Contract close is programmed for March 2006 with capital investment programmed to commence in July 2006.</li> <li>• This project is to replace and maintain the street lighting across the whole of the Leeds Metropolitan District. Within the first five years of the contract, 80% of the existing street lighting will be replaced</li> <li>• The Outline Business Case approved by the Executive Board, identified opportunities for third party income which continues to be investigated. Advertising income is currently being explored via a trial project due to report at the end of 2006. The outcome of the trial and investigations could reduce the cost of the project to the Council. The Final Business Case was approved in January 2006 by Executive Board.</li> </ul>	Procurement	£106m

Current City Council Projects	Current Situation	Current Stage	Capital Investment £m
<b>Independent Living PFI Project</b>	<ul style="list-style-type: none"> <li>• The ODPM and the Department for Health approved the Outline Business Case in November 2005.</li> <li>• OJEU notice issued and Procurement started in January 2006.</li> <li>• This project aims to provide independent living accommodation for people with learning disabilities and mental health support needs. This will replace existing hostel provision with small units whilst at the same time providing specialist support. A bid has been submitted to the DFES on behalf of the Department of Social Services for resources to secure additional transitional care units to support young people as part of this project.</li> </ul>	Procurement	£42m
<b>Building Schools for the Future PFI Programme</b>	<ul style="list-style-type: none"> <li>• Procurement of the Programme started in August 2005.</li> <li>• Wave 1 of the Leeds BSF Programme involves the creation of a Local Education Partnership Company (LEP) which will then take responsibility for the re-building or remodelling of 14 Secondary Schools, to be procured in three phases. Phase 1 of the Project includes six Secondary Schools, and phases 2 and 3 each comprise four schools. The Contract is programmed to be signed at the end of January 2007.</li> <li>• The schools in Wave 1 are planned to be operational from September 2008.</li> <li>• A report in respect of the affordability of phase one was approved by Executive Board in November 2005.</li> <li>• The scope of the new projects in phases two and three of Wave One will be subject to further Executive Board Approval.</li> </ul>	Procurement	£249m
<b>Joint Service Centres PFI Project</b>	<ul style="list-style-type: none"> <li>• The Office of the Deputy Prime Minister (ODPM) has approved the OBC.</li> <li>• The outline Tenants requirements for the three centres were submitted to Leeds LIFT, to commence Stage 1 of the LIFT procurement process in January 2006.</li> <li>• The centres will provide facilities primarily for face-to face services, including services provided by the local authority, primary care trusts, the police and other partners.</li> </ul>	OBC Approved	£15m



PPP/PFI Projects at the feasibility stage	Current Situation	Current Stage	Capital Investment £m
<b>Little London Social Housing PFI Project</b>	<ul style="list-style-type: none"> <li>• The scope of the project is currently being reviewed in consultation with stakeholders and the OBC and report is an item on this Executive Board agenda.</li> <li>• The project will provide good quality social housing for approximately 1,200 Council tenants and support the regeneration of the area.</li> </ul>	OBC Stage	£69m
<b>New Leaf Leisure Centres PFI Project</b>	<ul style="list-style-type: none"> <li>• The Department of Culture, Media and Sport has approved the Council's Expression of interest.</li> <li>• The OBC for this project will be submitted in June 2006.</li> <li>• The project is to replace a number of Leisure Centres in Leeds.</li> </ul>	OBC Stage	£30m
<b>Beeston Hill and Holbeck</b>	<ul style="list-style-type: none"> <li>• An Expression of Interest is to have been submitted by 31/03/06 by the Director of Neighbourhoods and Housing following its review and approval by Asset Management group. A copy of the EOI is also on this agenda.</li> </ul>	Feasibility	
<b>Integrated Waste Management</b>	<ul style="list-style-type: none"> <li>• Following the approval by Executive Board in December 2005 of the proposed strategy for waste, officers are developing an Expression of Interest for over £100m of PFI credits for submission.</li> <li>• An Expression of Interest is to have been submitted on the 31/03/06 by the Director of City Services.</li> </ul>	Feasibility	
		<b>Total</b>	<b>£804m</b>



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**Report of the Chief Executive**

**Executive Board**

**Date: 19<sup>th</sup> April 2006**

**Subject: Dissolution of Yorkshire and Humber Association of Local Authorities and formation of Local Government Yorkshire and Humber**

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**Electoral wards affected:**

All

**Specific implications for:**

Ethnic minorities

Women

Disabled people

Narrowing the gap

Eligible for call In

Not eligible for call in

(details contained in the report)

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**Executive Summary**

1. This report seeks formal Executive Board approval to the dissolution of the Yorkshire and Humber Association of Local Authorities, and the formation of a new regional government body – Local Government Yorkshire and Humber – by the merger of the ALA with the Local Government Management Board (LGMB) in the region. In principle agreement has been given to these changes, which now require formal endorsement by Executive Board.
2. The new regional structure provides a simplified and strengthened voice for local government in the region, enabling better links to the Yorkshire and Humber Assembly. This process represents the final outcome of a review of the regional structures undertaken in 2005. As part of this review, local authority contributions to the regional structures will now be channeled through the new organisation.

## 1.0 Purpose of this report

- 1.1 To seek formal approval to dissolve the Yorkshire and Humber Association of Local Authorities (ALA), and to establish Local Government Yorkshire and Humber (LGYH). This requires two formal decisions by the council, which under the council's constitution, must be referred to Executive Board:
- An agreement to dissolve the Association of Local Authorities, and establish Local Government Yorkshire and Humber –this is based on agreeing a number of resolutions, set out in para 3.2 below;
  - An agreement to endorse the new draft constitution of the new LGYH – this is required to formally recognise the merger of the ALA with the LGMB.

## 2.0 Background information

- 2.1 Despite the abandonment of proposed referendums on regional elected assemblies in the UK, a great deal of activity is still ongoing at a regional level. This includes not only the main bodies of the Government Office, Regional Assembly and Regional Development Agency, but also a series of other structures set up to take forward particular aspects of work across the region.
- 2.2 In this region the roles of the Yorkshire and Humber Assembly (YHA) and the local government element of this - the Yorkshire and Humber Association of Local Authorities (ALA) – were reviewed in 2005. The review focused on the most appropriate structures, functions and funding of regional structures.
- 2.3 The main outcomes of the review were that:
- the YHA and ALA should be de-merged, and that a new regional local government organisation should be established by the merger of the ALA with the Local Government Management Board (LGMB) in the region. This new strengthened local government body – *Local Government Yorkshire and Humber* (LGYH) – would provide a stronger role for local government in the region
  - local authority subscriptions to the new regional organisations would be held at around 50% of the 2004/05 contribution level (for Leeds this has meant a reduction from £227,557 in 2004/05 to £113,779 in 2005/06, with this same level in 2006/07 – subscription levels are based on population).
- 2.4 The Formation of LGYH puts into effect the decisions of Leaders in the review of regional structures to separate the Assembly and the local government functions at a regional level, and to strengthen the local government role by merging with the LGMB. Each organisation will therefore now have separate business plans, budgets and management which will lead to greater accountability.
- 2.5 LGYH have developed a draft business plan, which sets out the objectives of the organisation around a number of key themes:
- **Community, engagement and leadership**  
Enabling local government leadership to be better engaged on key regional issues, and to develop a better voice in Europe
  - **Devolution and the future of local government**

Ensuring local government in the region is well placed to respond to the potential challenges and opportunities of the proposed Local Government White Paper, Lyons Review of local government finance etc

- **Employment**

Taking forward the range of functions formerly carried out by LGMB, including organisational flexibility, leadership, a high performing workforce

- **Capacity building**

To manage the delivery of the regional capacity building strategy (Item 6 refers)

- **E-region plan**

To develop the e-region plan

2.6 LGYH will operate as an unincorporated association, based on the existing legal structure of the LGMB. This will retain its status as a separate independent entity. It has therefore developed new constitution, which draws together the old ALA and LGMB constitutions into a new constitution for the new organisation. Policy and Legal officers from the council have been consulted on the drafting of the constitution, which has been prepared with advice from Eversheds solicitors, and are satisfied that it is a workable and appropriate document.

2.7 In addition to the levy for the new regional structures as outlined in para 2.3 above, each local authority will also be required to maintain its funding for the national Employers Organisation and for the Improvement and Development Agency. These levies will also be channeled through LGYH. The total funding from Leeds City Council for 2006/07 will therefore be in the region of £142,958.

### 3.0 Main issues

3.1 Local Authorities have agreed, through the existing regional arrangements, to the principle of dissolution of the ALA and the formation of LGYH. However, two formal decisions are required from the council, which must be referred to Executive Board for formal endorsement:

- An agreement to **formally dissolve the ALA and establish the new LGYH**;
- A decision to **formally approve the new amended constitution** - as required by the Employers' Forum constitution (the umbrella group for the LGMB). The amended constitution was approved unanimously the LGMB on 1<sup>st</sup> March. It is now necessary to ballot constituent councils and fire and rescue authorities to seek their approval of the amended constitution and put into effect the merger decision made by local authority leaders last year.

#### Formally dissolving the ALA and establishing the new LGYH

3.2 A meeting of the ALA on 16<sup>th</sup> March was due to have considered this issue, though the meeting was inquorate. Individual member authorities are therefore being asked, via email, to formally agree the following resolutions:

- To transfer the operations of the YHALA on 1 April 2006 when the LGYH comes into being and subsequently to dissolve the ALA. Formal approval from two thirds of the members is needed to effect this change.

- To transfer the small group of staff identified as working on YHALA functions to LGYH. This transfer will take place under TUPE-like arrangements.
- To transfer funds and assets of YHALA and its potential liabilities, including those associated with staff, to LGYH with effect from 1 April 2006. There are no other significant assets on the LGMB side. It is likely that a small quantity of furniture and ITC equipment will be transferred with staff from ALA. West Yorkshire Pension Fund actuaries have estimated the pension deficit for LGMB at £660,000. This will transfer to LGYH. The potential deficit for staffing from ALA is likely to be significantly lower, probably between £50,000 and £100,000 and this will also transfer to LGYH.
- To expand the Employers Forum to form Local Government Yorkshire and Humber, with substantially the draft constitution to be adopted at the first meeting of the organisation and to be effective from 1 April 2006.
- To agree levies to LGYH for the year 2006/07. Levies will be collected by LGYH for funding elements for LGYH, YHA and IDeA/EO and distributed according to agreed principles. For all local authorities, the regional levy has remained frozen at 2004/05 levels
- To agree priority work areas for LGYH during 2006/07 as in the draft Business Plan as outlined in para 2.5 above.

Formally approving the draft constitution of the new organisation, as required by the Employers Forum

3.3 An approval of the new draft constitution is required to formally endorse the merger of the LGMB with the ALA to create the new organisation. The changes to the constitution fall into three categories:

- It has had a plain English review and updating of layout and legal format by Eversheds.
- It incorporates the Leader governance arrangements of ALA, whilst retaining in full the Employers' Forum arrangements (Employers' Forum now becomes Employers' Committee), including existing representation arrangements.
- It harmonises notice and other provisions.

3.4 Officers are satisfied that the new constitution, based largely on the old ALA constitution, is a 'fit for purpose' document, and that there are no new implications for the council. The process set up for this requires a formal vote on the issue to be taken by member authorities. Executive Board is therefore asked to authorise the Leader of the Council to respond to a ballot paper issued by the LGMB endorsing these changes.

#### **4.0 Implications for council policy and governance**

4.1 The new arrangements represent a simplification and strengthening of the regional voice of local government, and have been supported by the Leader at meetings of the ALA. The governance relationship between LGYH and YHA remains as it was under ALA. LGYH will nominate leaders to represent local government on the YHA, local government will continue to chair YHA and serve as members of YHA Regional Executive Board. As a member of the new organisation, the council will

need to formally agree its representation on the new body via a report to the Member Management Committee, though no changes to the existing arrangements are proposed – Leeds will be represented by the Leader or Leader's representative, and will be entitled to 15 votes, as at present.

- 4.2 A new committee of the new organisation will also be established, the Employers Committee. This will replace the current Local Government Management Board / Employers Organisation led Employers Forum. Leeds will have 3 places on this new committee.

## **5.0 Legal and resource implications**

- 5.1 LGYH will act as the conduit for local authority contributions to all regional structures. All Leeds contributions will therefore be paid to LGYH, and then be distributed as appropriate. Budget provision has been made for all elements of this contribution – there are no additional financial implications of these proposals.

## **6.0 Conclusions**

- 6.1 The formation of the new regional body for local government has been agreed at meetings of the YHA and ALA as the best way forward for regional structures. These proposals were recommended in the review of regional structures undertaken by the regions' Chief Executives in 2005.
- 6.2 Leeds has been supportive of these changes and has given in principle support.

## **7.0 Recommendations**

- 7.1 Executive Board is requested to:
- 1) Formally endorse the resolution to dissolve the Association of Local Authorities, and form Local Government Yorkshire and Humber;
  - 2) Authorise the Leader of the Council to endorse the new constitution.

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**Report of the Director of Neighbourhoods and Housing**

**Executive Board**

**Date: 19<sup>th</sup> April 2006**

**Subject: Progress on regeneration and development issues within Beeston Hill and Holbeck**

**Electoral Wards Affected:**

**City and Hunslet  
Beeston and Holbeck**

**Specific Implications For:**

Ethnic minorities

Women

Disabled people

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

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**EXECUTIVE SUMMARY**

Beeston Hill and Holbeck has nationally significant levels of deprivation, and is a key priority for action for the Council and its partners in terms of improvements to the physical environment and service delivery to narrow the gap with the rest of the city.

To restore confidence in the area, key issues relating to poor housing, poor connectivity and a poor living environment will need to be addressed in conjunction with service improvements as part of an integrated long-term strategy.

The Beeston Hill and Holbeck Regeneration Partnership Board, which reports to the South Leeds District Partnership, has approved a draft structure and objectives for the development of a regeneration strategy or prospectus for Beeston Hill and Holbeck, which together with a Land Use Framework previously approved by the Executive Board as Supplementary Planning Guidance for the area, will act as a framework for action.

Using this framework as a reference point, this report provides an overview of the emerging comprehensive regeneration strategy for the area over the next 15-20 years, and specifically refers to current developments and opportunities that begin to meet some of the key regeneration objectives.

As part of this strategy Members of the Executive Board are requested to:

1. Support the Vision and broad regeneration objectives for Beeston Hill and Holbeck outlined in the report
2. Approve the submission of the Expression of Interest proposal outlined in this report for Beeston Hill and Holbeck, relating to the ODPM's Housing PFI Fifth Bidding Round.
3. Agree in principle the development of a comprehensive South Leeds regeneration scheme with a view to a subsequent report being presented to the Executive Board to identify further detailed proposals for the scheme.

## **1.0 Purpose Of This Report**

- 1.1 This report outlines a number of key issues relating to the regeneration of South Leeds and specifically the Beeston Hill and Holbeck priority regeneration area. The report seeks approval for the scope of an Expression of Interest proposal for Beeston Hill and Holbeck, to be submitted to the Office of the Deputy Prime Minister (ODPM) for Housing PFI credits relating to the Round 5 bidding opportunity.
- 1.2 The PFI submission sits within the context of a much wider emerging regeneration strategy and Members are requested to endorse the Vision and broad regeneration objectives of this strategy.

## **2.0 Background Information**

- 2.1 The regeneration of Beeston Hill and Holbeck, and the South Leeds area generally are high priorities and strategically important for the Council. Beeston Hill and Holbeck experiences some of the most severe levels of deprivation in the country. According to the Government's Index of Deprivation released in 2004, of the 11 Super Output Areas/neighbourhoods that cover Beeston Hill and Holbeck, seven are in the worst 3% of Wards nationally, and a further three are in the worst 10%.
- 2.2 Beeston Hill and Holbeck are identified as target areas for large scale improvement within the Vision for Leeds 2004-10, the Corporate Plan 2005-8 and the Leeds Regeneration Plan 2005-2008.
- 2.3 The Leeds Regeneration Plan 2005-2008 has an overall aim to narrow the gap between the most disadvantaged people and communities and the rest of the City. The Plan recognises that there are opportunities and challenges in Beeston Hill and Holbeck and in South Leeds generally to regenerate these areas, not only in terms of investment in buildings and the environment but also other key service delivery issues.
- 2.4 Beeston Hill and Holbeck is also seen as a renaissance priority for Yorkshire Forward and English Partnerships, and a housing priority for the Regional Housing Board, with significant funding amounting to £9.6 million from the Housing Market Renewal Fund for 2006-8 being earmarked for the area. In terms of the Unitary Development Plan, there is specific listing of the importance of Beeston Hill and Holbeck, and at its meeting in February 2005, Executive Board approved a Land Use Framework for the area as Supplementary Planning Guidance.
- 2.5 The proposed PFI/PPP area is located in close proximity to the city centre, Holbeck Urban Village and the motorway networks. This is starting to impact on the area in terms of physical changes associated with the construction boom in the former industrial areas on the fringe of the city centre.



- 2.6 The multi-agency Beeston Hill and Holbeck Partnership Regeneration Board, which was established in 2004, wishes to use the Land Use Framework as a platform for developing a public-private sector partnership that will deliver a range of outcomes to address the serious deprivation issues in this part of the city
- 2.7 Since the beginning of 2000, over £86 million of capital investment has been committed by the public and private sectors to improve the area, covering new educational and health facilities, greenspace and housing improvements. However, considerable challenges remain.
- 2.8 In February 2005, the Council's Executive Board approved the submission of a Round 4 Housing PFI bid for Beeston Hill and Holbeck. Although this bid was not successful, the ODPM gave positive feedback about the comprehensive nature of the proposals and how they integrated with other regeneration activity for the area. In August 2005, the Council's Housing PFI Project Board agreed to re-submit a project for Beeston Hill and Holbeck under the ODPM's Round 5 Housing PFI scheme, centred on the area shown in Appendix 1 of this report. A larger plan showing the PFI area is available for inspection by Members on request.

### **3.0 DEVELOPMENT OF AN OVERALL REGENERATION STRATEGY FOR BEESTON HILL AND HOLBECK**

- 3.1 South Leeds is a large geographical area with a population in the region of 140,000. It has a range of communities which differ in terms of relative affluence and ethnicity. Some areas, particularly within inner South Leeds are marked by serious levels of deprivation and exhibit characteristics of communities which will struggle to be sustainable unless positive action is taken. South Leeds is of strategic significance to the regeneration of Leeds as a whole, and the notion of seeking to tackle the breadth of the area's problems fits into a wider regional and national context that is embracing the principles of mixed communities and a more balanced and sustainable approach to regeneration. A South Leeds regeneration project is a scheme that can develop a co-coordinated and thorough approach to transforming neighbourhoods, both in terms of the physical fabric and infrastructure and also improvements to services and providing conditions within which social, economic and educational factors can significantly improve. Beeston Hill and Holbeck will form the initial phase of this wider South Leeds regeneration strategy. Members of the Executive Board are requested to agree in principle the development of a comprehensive South Leeds regeneration scheme, and for a subsequent report to be presented to the Board that identifies further detailed proposals for the area.
- 3.2 Work is progressing on developing the overall vision for the area, looking ahead for the next fifteen years. The vision for Beeston Hill and Holbeck to 2020, agreed by the Beeston Hill and Holbeck Regeneration Partnership Board in November 2005 is:-

"To bring together physical regeneration ambitions, together with improving services and a vibrant local economy, to create an area that will be transformed physically, socially, economically and environmentally into a sustainable and viable community. It will offer a high quality environment in which to live, work, play and learn and have an important role in the regeneration of inner-city Leeds as a whole, modelling its achievements to the rest of the region and the country. Beeston Hill and Holbeck will meet people's aspirations to live in improved homes and environments, to have safe and tolerant communities served by good schools, health and leisure facilities and to

have the prospect of training and jobs for local people that offer a better quality of life”.

- 3.3 The Council and its partners are preparing a Draft Regeneration Strategy or ‘Prospectus’ for the Beeston Hill and Holbeck area that outlines an overall Vision for the area. This document will ultimately include four neighbourhood action plans, based on the principles outlined in the Land Use Framework and will play a key role in attracting additional private and public sector funding into the area. An initial draft document was approved by the Beeston Hill and Holbeck Regeneration Partnership Board in November 2005.

#### **4.0 MAIN POINTS**

- 4.1 The scale of intervention required to achieve effective, long-lasting and sustainable change in Beeston Hill and Holbeck will require massive levels of new investment. The Council is bidding for in the region of £90m Housing PFI credits from the ODPM’s fifth bidding round. This would provide a catalyst for the regeneration of the area in line with the ODPM’s statement that they wish to see comprehensive, cohesive schemes submitted that provide value for money and meet the objectives of the Government’s Sustainable Communities agenda.
- 4.2 The ODPM have also made it clear that it is essential that Local Authorities are able to demonstrate that they are prepared to use their own sources of funding to contribute towards the development of comprehensive proposals for regeneration and complement the PFI investment.
- 4.3 The bid for Housing PFI credits is a competitive process. If the Council is unable to identify and make assets available as part of comprehensive regeneration proposals, the chances of being successful in accessing PFI credits will be severely reduced. Achieving critical mass by packaging sites together is fundamentally important in making a scheme attractive to the type of private sector consortium capable of leveraging in additional investment and delivering such a large-scale regeneration programme.
- 4.4 In this context, it is proposed that the Round 5 scheme be delivered by two contractual arrangements
- A 30 year contract for physical works relating to the housing stock and associated living environment, for which Housing PFI credits are sought (in the case of the Beeston Hill and Holbeck scheme, this will also include the construction of new Council homes)
  - A separate, but related Development Agreement covering complementary development opportunities and regeneration outcomes for a 15-20 year period, which a PPP is expected to fund and deliver, for which no PFI credits are sought

#### **Scope of the Housing PFI Scheme**

- 4.5 The objectives of the PFI scheme are to:
- Deliver sustainable, long-term regeneration for the PFI area, complementing the emerging Regeneration Action Plans for Beeston Hill, West Hunslet and Holbeck and the wider South Leeds area

- Encourage tenure diversification and address issues relating to the sustainability of the Council owned housing stock in the area by increasing the supply and range of housing that is available, including affordable housing. The aim is to increase home ownership by approximately 10% within the PFI area as a result of the implementation of the scheme.
- Address environmental and community issues within the residential areas, improve accessibility within the area and connectivity with Holbeck Urban Village and the City Centre
- Assist investor confidence for the wider South Leeds area, complementing the current and planned public and private sector investment in the area; and
- Underpin long-term partnership activity.

4.6 The Round 5 Housing PFI scheme, which has been developed in partnership with Leeds South Homes, includes 1189 properties, and can be summarised as follows:-

- The demolition of 610 Council owned dwellings
- The refurbishment of 452 Council dwellings in Holbeck to decency standard
- The conversion of 127 Council dwellings
- The construction of 200 new Council dwellings
- The complementary development of up to 500 additional owner occupied dwellings within the PFI area over the next 15-20 years, including the provision of affordable and Low Cost Home Ownership Properties

The PFI scheme will include:

- The demolition of the 5 multi-storey blocks fronting Holbeck Moor
- Subject to further consultation, the proposed demolition of 310 Council owned Type 2 back-to-back properties, maisonettes and flats within the PFI area.
- The refurbishment of 452 properties
- The conversion of 97 maisonettes, flats and bedsits within the PFI area to create more suitable accommodation, mainly focused on the provision of family accommodation.
- The upgrading and conversion of the Ingram Court Sheltered Housing scheme in Holbeck to create more suitable elderly persons accommodation.
- The re-provision of 200 new 2,3,4 and 5 bedroom Council properties, in the context of wider proposals to broaden housing choice in the area by developing new owner occupied housing as part of the associated Development Agreement
- The remodelling of the layout of some of the low-rise Council housing areas to provide a safer and more attractive living environment.
- Other environmental works to improve accessibility

- A contribution from the Council and Leeds South Homes of £3.1million in the first 6 years of the project from the disposal of Council land within the PFI area.

The scheme will complement the investment by Leeds South Homes to achieve Decency Standards for the Council owned housing stock in West Hunslet.

- 4.7 The scope of the scheme has been developed in partnership with Leeds South Homes and has been approved by their Board. Given the amount of unsustainable stock that will be demolished as part of the scheme, the 200 new dwellings to be constructed is the minimum re-provision of Council housing required and further discussions are to be held with the Housing Corporation regarding potential funding for additional social housing in the area. Planning permission has recently been granted for the conversion of Shaftsbury House within the PFI area to 172 flats and live/work units. It is anticipated that up to 500 new owner occupied dwellings could be constructed within the PFI area over the next 15 years. Discussions will be held with the appointed PFI development consortium regarding the provision of affordable housing as part of the scheme. Given that the scope of the scheme is similar to the Round 4 proposal, the Government Office have confirmed that there will be no requirement to undertake a Value for Money Option Appraisal for the Round 5 scheme to compare the PFI scheme to other options such as stock transfer and all of the work being undertaken by Leeds South Homes.

#### **Development Opportunities within the PFI area to be included in a Development Agreement**

- 4.8 The inclusion of land to be developed as part of a scheme that is complementary to a PFI contract, will result in an integrated approach being developed and is likely to also generate additional value from overage agreements and/or requirements that the Council can insist on as part of an agreed set of corporate objectives. Organisations such as English Partnerships, the Housing Corporation and the Regional Housing Board are also more likely to put funding into an area where it can be demonstrated that their investment is adding value to comprehensive public/private sector regeneration proposals that meet the Government's Sustainable Communities agenda.
- 4.9 A consortium of consultants has recently completed a study of Holbeck that analysed how new development would benefit the preparation of an integrated regeneration plan for the area. The study assessed development options for the Matthew Murray School and Holbeck Towers sites, and concluded that these sites will act as a catalyst for change and should form part of an integrated regeneration strategy that would enable development proceeds to be optimised to fund the package of improvements required for the area.
- 4.10 The Plan and schedule attached in Appendix 1 of this report identifies a range of regeneration opportunities (predominantly owned by the Council) that collectively could complement existing and proposed developments in the area and make a major contribution to the proposed Round 5 Housing PFI scheme. The sites fall into three broad categories
- A. Sites already within the Council's capital programme or subject to current proposals (to be excluded from the PFI scheme, but complementary to it)
  - B. Sites with short-term development potential
  - C. Sites with longer term potential for improvement/development

- 4.11 The Matthew Murray School site (identified as site 1 on the plan) and Holbeck Towers (identified as site 2 on the plan) are strategically important to the regeneration of the whole area, and the ability to achieve transformational change
- 4.12 Current assumptions are that a minimum of £1.7 million from the sale of the Matthew Murray site will be injected into the Council's Capital Programme in 2009/10 to support the Combined Secondary Schools PFI project. Further work is being undertaken by the Director of Neighbourhoods and Housing to identify complementary HRA land to enable the £1.7 million to be injected into the 2009/10 Capital Programme to support the Combined Secondary Schools PFI scheme.
- 4.13 The indicative gross value of the short-term development sites is likely to be in the order of £10 million (excluding the £1.7 million commitment to the Combined Secondary Schools Programme from the disposal of the Mathew Murray site) As outlined earlier in this report, the ODPM's guidance for Round 5 Housing PFI schemes makes it clear that Local Authorities will be expected to use their assets to support the investment of PFI credits. The inclusion of the sites identified on the plan accompanying this report within a PPP for the PFI area represents value for money.
- 4.14 Substantial though it will be, the Housing PFI credits will not meet all of the investment needs of the area. Grouping the sites together as part of a Development Agreement related to the PFI contract in order to achieve critical mass would considerably improve the chances of successfully attracting the type of consortium required to implement an integrated project which will draw in the necessary complementary investment.
- 4.15 On the basis that detailed proposals will be submitted to a future meeting of the Executive Board for approval, Members are therefore requested to support the inclusion of the following sites with short term development potential within a portfolio of development opportunities identified as part of the Round 5 Expression of Interest and to support the broader regeneration strategy for the area:-

Site 1 Matthew Murray High School ++.

Site 2 Holbeck Towers

Site 4 Cambrian Terrace

Site 6B Folly Lane

Site 8A Moor Road

Site 9 Land at the rear of the Dewsbury Road One Stop Centre

Site 10 Beverley's Housing area (approved clearance area)

Site 12 Fairfax Road

++ Subject to a £1.7 million contribution to the Combined Secondary Schools PFI scheme being found from alternative sources.

- 4.16 It is proposed that reference is made in the Expression of Interest to the remaining sites identified on the plan in Appendix 1 of the report, with a view to including the sites at the Outline Business Case stage of the project. All of these sites require further work to ascertain their potential to contribute to overall regeneration objectives to the area, which will then be subject to public consultation.

## **Financial implications of the PFI scheme**

- 4.17 Leeds South Homes will be expected to commit its Decency Investment money into those dwellings that do not form part of the PFI scheme. The PFI scheme envisages the potential phased demolition and clearance of up to 610 Council owned properties. Costs of demolition works will be covered by the PFI credits, but tenant compensation payments will be met by Leeds South Homes from their non-decency capital budget.
- 4.18 The phased demolition of properties and inclusion of properties within the PFI scheme will also see the Management Fee available to LSH reduced as Management and Maintenance allowances are adjusted

## **Consultation**

- 4.19 The Beeston and Holbeck and City and Hunslet Ward Members have been consulted on the scope of the Round 5 PFI scheme and are supportive of the principles outlined in the Expression of Interest submission.
- 4.20 The Board of Leeds South Homes approved the principles of the scheme at its meeting on the 18<sup>th</sup> January 2006 and agreed the final scope of the scheme at a meeting on the 29<sup>th</sup> March 2006.
- 4.21 Appendix 2 of this report outlines details of an extensive public consultation programme that has taken place regarding the scope of the scheme. Overall there has been strong support expressed for the scheme. Issues relating to community safety/anti-social behaviour within the area have been raised on a number of occasions.
- 4.22 The PFI scheme includes high-level assumptions regarding capital investment and remodelling works to improve the environment around the housing areas, which will seek to address community safety issues. Detailed proposals will be drawn up at the Outline Business Case stage in consultation with local residents. In the meantime, officers will work in conjunction with the police to address specific concerns raised at consultation meetings.

## **Indicative timescales for the PFI Scheme**

- 4.23 The indicative Programme for the Beeston Hill and Holbeck scheme is as follows

Decision by the ODPM on the Expression of Interest proposal	May/June 2006
Commence preparation of OBC and stock condition surveys (If the Eol is approved)	June 2006
OBC submission	January 2007
Approval by ODPM	April 2007
OJEU advert	July 2007
ITN issue	October 2007
Appointment of Preferred Bidder	August 2008

Financial Close

April/May 2009

Start on site

June 2009

## **5.0 Implications For Council Policy And Governance**

- 5.1 The improvement of the Beeston Hill and Holbeck area is a corporate priority for the Council, which is identified in the Vision for Leeds 2004-2020, the Corporate Plan 2005-8, and the Leeds Regeneration Plan 2005-2008. The area is a designated Neighbourhood Renewal Area. There is reference in the Unitary Development Plan to the need to regenerate the area and in 2005 the Executive Board approved a Land Use Framework for Beeston Hill and Holbeck as Supplementary Planning Guidance.
- 5.2 The Project is governed by a structure that includes a Housing PFI Project Board chaired by the Deputy Chief Executive of the Council, the PFI Project Coordination Board, the Board of Leeds South Homes, the Asset Management Group and the Council's Executive Board. The Beeston Hill and Holbeck Partnership Regeneration Board will also contribute to the governance of the scheme in an advisory role. Governance arrangements for the project would be in accordance with those agreed by the Executive Board in October 2005 for PPP/PFI Projects and Programmes.

## **6.0 Legal and Resource Implications**

- 6.1 The Housing PFI scheme is led and managed by the Regeneration Projects Team in the Council's Neighbourhoods and Housing Department and has a dedicated Project Manager assisted by a Project Coordinator and a Project Officer. Technical advice and assistance has been provided by the PPP Unit within the Chief Executive's Department
- 6.2 The scope of the scheme has been developed by a Steering Group that includes representatives from re'new and the Council's Chief Executive's, Development and Neighbourhoods and Housing Departments. Specific physical regeneration aspects of the scheme have been developed by a Project Team chaired by the Council's Chief Regeneration Officer.
- 6.3 Reports on land issues within the PFI area have been considered by the Asset Management Group
- 6.4 The Expression of Interest proposal has been developed in consultation with other Council Departments. If the Expression of Interest proposal is successful, it is the intention to broaden the remit of the project teams to include wider representation from other Council Departments.
- 6.5 If the Expression of Interest is successful, resources are in place to develop the Outline Business Case for the Beeston Hill and Holbeck scheme, including 100% stock condition surveys.

## **7.0 Conclusions**

- 7.1 Beeston Hill and Holbeck is a Corporate priority for the Council. Although the area has seen investment over the last 5 years, this has not been of the scale and level of integration required to achieve the transformational change needed to address nationally significant levels of deprivation in the area. A significant step change is now required to enable a cohesive regeneration programme to be developed that will be capable of attracting the levels of public and private sector finance required.

- 7.2 The level of investment attracted into the area arising from a successful bid for Housing PFI credits will be significant. This will assist with radically transforming the housing stock in the PFI area but the inclusion of other Council owned land within the scheme would add considerable value in terms of the ability to contribute to greenspace, highway and other infrastructure improvements through agreements with a private sector development partner. This type of mechanism will also assist the Council in dealing with housing market renewal issues associated with the older privately owned stock within the area.

### **Next Steps.**

- 7.3 This report envisages that an overarching Development Agreement will be procured through the Housing PFI scheme, to complement and add value to the benefits of the PFI credits. This type of delivery mechanism needs to be capable of drawing additional private and public sector investment into the area and of addressing the scale of transformation envisaged for Beeston Hill and Holbeck area. The Executive Board is requested to authorise officers to undertake further work on assessing potential delivery mechanisms, with a view to presenting a report back to the Board once the outcome of the decision by the ODPM on the Expression of Interest scheme is known.

## **8.0 Recommendations**

Members of the Executive Board are requested to:-

1. Agree the principle of developing a comprehensive South Leeds regeneration scheme and for a subsequent report to be submitted to the Board that identifies further detailed proposals for the scheme and the implications for the Council
2. Endorse the Vision for the regeneration of Beeston Hill and Holbeck
3. Approve the submission of the Expression of Interest proposal outlined in this report for Beeston Hill and Holbeck, relating to the ODPM's Housing PFI Fifth Bidding Round.
4. Approve the inclusion of the following short-term development opportunities identified on the plan in Appendix 1 of this report as part of a portfolio of opportunities within a Development Agreement as part of the Round 5 Housing PFI scheme:-
  - Site 1 Matthew Murray High School ++
  - Site 2 Holbeck Towers
  - Site 4 Cambrian Terrace
  - Site 6B Folly Lane
  - Site 8A Moor Road
  - Site 9 Rear of Dewsbury Road One Stop Centre
  - Site 10 The Beverley's Housing Clearance area
  - Site 12 Fairfax Road

++ Subject to the identification of £1.7 million of funding to be injected into the 2009/10 Capital Programme to support the Combined Secondary Schools PFI scheme

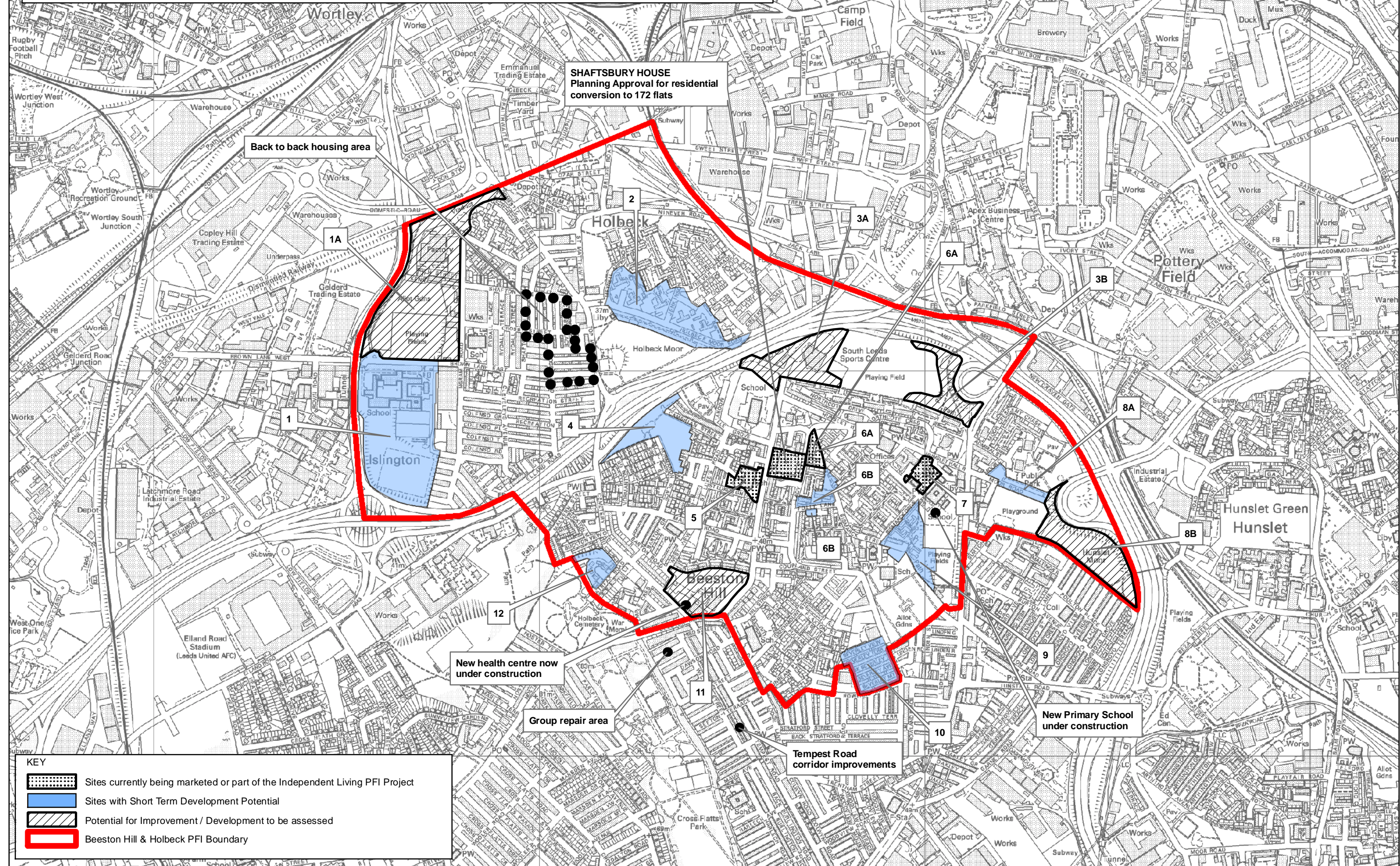


5. Agree that the sites identified in Appendix 1 of this report with long-term potential for improvement/development be included within the PFI scheme at the Outline Business Case stage, subject to further consultation and assessment of their development/regeneration potential.





**APPENDIX 1  
BEESTON HILL AND HOLBECK ROUND 5 PPFI REGENERATION  
OPPORTUNITIES**



# BEESTON AND HOLBECK ROUND 5 PFI REGENERATION OPPORTUNITIES



**KEY**

-  Sites currently being marketed or part of the Independent Living PFI Project
-  Sites with Short Term Development Potential
-  Potential for Improvement / Development to be assessed
-  Beeston Hill & Holbeck PFI Boundary

PRODUCED BY THE DEVELOPMENT DEPARTMENT LEEDS CITY COUNCIL

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**APPENDIX 2**

**ROUND 5 PPFI CONSULTATION SCHEDULE**

<b>DATE</b>	<b>FORUM</b>	<b>TIME</b>	<b>LOCATION</b>	<b>LEAD CONTACT</b>	<b>CONTACT DETAILS</b>
Tuesday 14 Feb	Gaitskell's Resident Association	7.30pm	Holbeck Working Men's Club, Jenkinson Close, Holbeck	Steve Ross	395 1305
Wednesday 15 Feb	Ingram Court Sheltered Units Communal Room	10-11am	Ingram Court Sheltered Units Communal Room, Holbeck	Martin Cromack / Carmel Carter	247 4284
Wednesday 15 Feb	Governors from primary schools, New Bewerley & Ingram Rd attending, waiting for St Francis' and St Luke's to confirm	5pm	Dewsbury Road One Stop Centrem, 190 Dewsbury Rd, Beeston	Alice Cheung	395 0764
Wednesday 15 Feb	Neighbourhood Renewal Residents Forum	6pm	Dewsbury Road One Stop Centrem, 190 Dewsbury Rd, Beeston	Maggie Bellwood	247 4309
Tuesday 21st Februray	Muslim Pensioners	10am	Tunstall Road Community Centre	Alice Cheung	395 0764
Friday 3 March	Sikh Community	2pm	Sikh Temple	Alice Cheung	395 0764
Wednesday 22 Feb	St Luke's Youth Forum	5pm	St Luke's Unity House, 173a Beeston Rd	Gary Ward	217 9393
Thursday 23 Feb	Hunslet Moor Forum 2000	6.30pm	Crescent Grange Meeting Room, Crescent Grange Flats, Beeston	Alice Cheung	395 0764
Thursday 23 Feb	Holbeck Community Partnership	7pm	St Matthew's Community Centre, Holbeck	Alice Cheung	395 0764
Monday 27 Feb	Inner South Area Committee	6.30pm	United Free Church, Malvern Rd, Beeston	Keith Lander	395 1307
Wednesday 1 March	Normantons & St Luke's Forum	5.30pm	Dewsbury Road One Stop Centrem, 190 Dewsbury Rd, Beeston	Steve Ross	395 1305
Friday 3 March	Regeneration Board	9.30-12.30pm	College of Technology, Westland Rd, Beeston	John Bracewell / Dave Richmond	247 4310

Monday 6 March	Hunslet Hall Residents Association	6.30pm	St Francis of Assisi School, Lady Pitt Lane, Beeston	Rob Wood	247 4310
Monday 13 March	SureStart Beeston Hill's Unity Group	1pm	United Free Church, Malvern Rd, Beeston	Alice Cheung	395 0764
Tuesday 14 March	Cross Ingrams Area Residents Association	7pm	Ingram Gardens Communal Rd, Holbeck	Steve Peacock - would like more info to put in newsletter	243 9220
Monday 20th March	Members from Hamara Healthy Living Centre	between 12-1pm	Hamara Healthy Living Centre, informal chats with centre users	Alice Cheung	395 0764

## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

**EXECUTIVE BOARD: 19 APRIL 2006**

**SUBJECT: ANNUAL CONSULTATION ON ADMISSION ARRANGEMENTS FOR SEPTEMBER 2007/8**

### EXECUTIVE SUMMARY

1.	<p><b>Purpose of the Report</b></p> <p>The 1998 School Standards and Framework Act, section 84, and the Code of Practice on Admissions, requires the LEA to consult neighbouring LEAs and all maintained schools in Leeds on admission arrangements each year. This includes consultation on proposed admission numbers, the admission policy as well as the arrangements.</p>
2.	<p><b>Issues</b></p> <p>The consultation document attached as appendix 1, was sent out on 20<sup>th</sup> October 2005 with a closing date of 4<sup>th</sup> February 2006 to all schools in Leeds, all neighbouring LEAs, the Church of England and Catholic Diocesan Boards. The consultation covered:</p> <ul style="list-style-type: none"> <li>• Co-ordinated admission arrangements for primary schools.</li> <li>• Co-ordinated admission arrangements for secondary schools.</li> <li>• The sibling link between the 6<sup>th</sup> form and year 7 and any in-year requests.</li> <li>• A change to the admission policy relating to children from other LEAs.</li> <li>• Rewording of the schools admission policy.</li> <li>• Proposed admission numbers for primary and secondary schools.</li> </ul>
3.	<p>In addition to the statutory consultation undertaken with the bodies mentioned above, comments were also sought from the public through articles in the press and the Education Leeds website with regard to changing the admission policy in relation to children from other LEAs. In addition all Leeds Councillors were consulted on this proposal.</p>
4.	<p><b>The Admission Forum</b></p> <p>The Admission Forum met on 6<sup>th</sup> February 2006 to consider the comments received. After discussion the Forum agreed to support the proposals and recommend them to Executive Board apart from the sibling link with the 6<sup>th</sup> form, where they asked for further information. Education Leeds has agreed to provide a report to the Admission</p>

	Forum and withdraw the proposal for 2007/8.
5.	<p><b>Recommendations</b></p> <p>The report gives the comments received through the consultation exercise and makes the following recommendations:-</p> <ol style="list-style-type: none"> <li>1. That the primary school coordinated admission scheme as detailed in appendix 1 be approved.</li> <li>2. That the secondary school coordinated admission scheme as detailed in appendix 1 be approved.</li> <li>3. That the proposal concerning the sibling link between students in the 6<sup>th</sup> form and entry into year 7 be withdrawn.</li> <li>4. That the admission policy be amended to allow distance to community and controlled mixed secondary schools in other LEAs to be taken into account. That the wording in paragraph 2.17 be approved.</li> <li>5. That priority 1a of the admission policy be simplified as stated in paragraph 2.27</li> <li>6. That priority 1b be deleted from the policy and replaced with a note as stated in paragraph 2.30</li> <li>7. That the admission numbers of five secondary schools be amended as follows: <ul style="list-style-type: none"> <li>Crawshaw from 210 to 195</li> <li>Priesthorpe from 210 to 195</li> <li>Rodillian from 225 to 210</li> <li>City of Leeds from 180 to 150</li> <li>Allerton Grange from 300 to 270</li> </ul> </li> <li>8. That the admission number of Bruntcliffe High School remain the same at 270.</li> <li>9. That the admission numbers of three primary schools be amended as follows: <ul style="list-style-type: none"> <li>Moor Allerton Hall from 60 to 45</li> <li>Broadgate from 50 to 30</li> <li>Gildersome from 50 to 30</li> </ul> </li> <li>10. That the temporary increase from 40 to 45 at Robin Hood Primary school remain for 2007/8.</li> </ol>

**Agenda Item:**

**Originator:**  
Chris Wrench  
**Telephone:**  
01133950696

## REPORT OF THE CHIEF EXECUTIVE OF EDUCATION LEEDS

**EXECUTIVE BOARD: 19 APRIL 2006**

**SUBJECT: ANNUAL CONSULTATION ON ADMISSION ARRANGEMENTS FOR SEPTEMBER 2007/8**

<p><b>Electoral wards Affected:</b></p> <p><b>ALL</b></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> <p>Narrowing the Gap <input type="checkbox"/></p>
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Eligible for Call-in

Not Eligible for Call-in

### 1.0 PURPOSE OF THE REPORT

1.1 The 1998 School Standards and Framework Act, section 84, and the Code of Practice on Admissions, requires the LEA to consult neighbouring LEAs and all maintained schools in Leeds on admission arrangements each year. This includes consultation on proposed admission numbers, the admission policy as well as the arrangements.

1.2 The consultation document attached as appendix 1, was sent out on 20<sup>th</sup> October 2005 with a closing date of 4<sup>th</sup> February 2006 to all schools in Leeds, all neighbouring LEAs, the Church of England and Catholic Diocesan Boards. The consultation covered:

- Co-ordinated admission arrangements for primary schools.
- Co-ordinated admission arrangements for secondary schools.
- The sibling link between the 6<sup>th</sup> form and year 7 and any in-year requests.
- A change to the admission policy relating to children from other LEAs.
- Rewording of the schools admission policy.
- Proposed admission numbers for primary and secondary schools.

1.3 In addition to the statutory consultation undertaken with the bodies mentioned above, comments were also sought from the public through articles in the press and the Education Leeds website with regard to changing the admission policy in relation to



children from other LEAs. In addition all Leeds Councillors were consulted on this proposal.

- 1.4 The report gives the comments received through the consultation exercise and makes recommendations.

## 2.0 **MAIN ISSUES**

### Results of the Consultation Exercise

- 2.1 32 replies were received on the pro forma sent out with the consultation document, 11 from high schools and 21 from primary schools.

### Co-ordinated admission arrangements for primary schools.

- 2.2 The Code of Practice on Admissions required the introduction of a scheme to co-ordinate admission arrangements between all Leeds voluntary aided, voluntary controlled and community schools (but not schools in other LEAs). We are required to consult on the scheme each year. Education Leeds did not propose any changes to the existing scheme.

### 2.3 Schools Comments

Of the 21 primary schools that responded all agreed with the proposal, 7 high schools also agreed, 3 did not answer and 1 disagreed.

### Recommendation

- 2.4 That the scheme detailed in appendix 1 be approved.

### Co-ordinated admission arrangements for secondary schools.

- 2.5 Education Leeds has not proposed any amendments to the existing scheme.

### Schools Comments

- 2.6 Of the 11 high schools 9 agreed and 2 disagreed. 14 primary schools also agreed and 7 did not answer.

### Recommendation

- 2.7 That the scheme as detailed in appendix 1 be approved.

### The sibling link between the 6<sup>th</sup> form and year 7 and any in-year requests.

- 2.8 Within the consultation document Education Leeds indicated that they were minded to break the automatic sibling link for community and voluntary controlled schools between entry into year 7 and a sibling in year 12 or 13 (the 6<sup>th</sup> form). This would also apply to the sibling link for years 12 and 13 for in-year transfers.

- 2.9 The reasons for this proposal are that when parents apply for a place in year 7 in September/October quoting the sibling rule the decisions on entry into the 6<sup>th</sup> form have not been made. This often relies on GCSE results which are not published until the following August. It is possible to allocate a place on the sibling rule and the older

child then not progress onto year 12.

- 2.10 There is also an argument that secondary aged children do not need to travel together to the same school and if the family have moved out of the local area then a place is denied to a student who could live nearer to the school.
- 2.11 In the case of in-year transfers it is possible, when a family moves into Leeds, to obtain a place at any 6<sup>th</sup> form in Leeds and then to seek a place for a younger student in a year group that is full.

For information our colleagues in Bradford LEA have had a similar policy for a number of years.

Comment from the Leeds Admission Forum.

- 2.12 The Forum discussed the item at their meeting on 14<sup>th</sup> February 2006. They felt there was insufficient information on which to make a recommendation to Executive Board. Education Leeds agreed to withdraw this item from the consultation and prepare a full report to be discussed at a later date. Education Leeds would seek the views of the Forum before proceeding.

Recommendation

- 2.13 That this item be withdrawn from the consultation round and that a report is prepared for the Admission Forum.

#### A change to the admission policy relating to children from other LEAs

- 2.14 Currently the admission policy gives priority to:

'parents who show a preference for their nearest *Leeds* school'

This allows students from outside of Leeds to be considered ahead of Leeds students: even though they can live further away, they would receive priority in the allocation process because they preferenced their nearest *Leeds* school. This has been an issue for many Leeds parents.

- 2.15 We have recently had discussions with the Local Government Ombudsman's office to discuss this aspect of the current policy, which can be perceived to give an advantage to parents from other LEAs. Ultimately it is the Ombudsman who receives complaints in this area and their view is crucial if we are considering a change. He has indicated that each complaint is considered on its merits but there is nothing inherently wrong with the proposal, which is to measure to the nearest school, even if this is in the home LEA. The admission policy would then give priority to parents who show a preference for their nearest school.
- 2.16 Through the consultation process and legal advice the wording in the consultation document was amended and a revised document sent out. The current wording and proposed wording is as follows:

Current wording.

Priority will be given to 'Parents who show a preference for their nearest Leeds school to their home address'

Proposed wording.

- 2.17 'Priority will be given to parents who show a preference for the nearest community or voluntary controlled school for which their child is eligible either as a matter of proximity or of catchment area, where one applies (see explanatory notes) . This will exclude all voluntary aided schools, Academies and Foundation schools, which are their own admission authorities. It will also exclude single sex schools because parents preference these school because they are specifically seeking a single sex education for their children.

The notes will say:

- 2.18 Leeds operates a proximity (straight line distance) criteria while neighbouring LEAs operate priority (catchment) area systems.
- IF YOU DO NOT LIVE IN LEEDS
- If you live in another LEA and your nearest school for which you are eligible is a Leeds community or voluntary controlled school then you will receive priority under the Leeds policy.
- If you live in another LEA and your nearest school by straight line is your catchment area school then you will not receive priority for the Leeds school. You will be eligible for your catchment area school.
- IF YOU LIVE IN LEEDS
- If you live in Leeds and your nearest school is a school in another LEA and you are not eligible for the school in the other LEA because you are not in the catchment area. Your nearest Leeds school by proximity (straight line distance) will be your nearest eligible school.
- 2.19 The implications of the proposal are:
- Parents from outside of Leeds would not receive any advantage and would be considered on exactly the same basis as Leeds parents.
  - Parents from outside of Leeds will be measured to their nearest mixed community or voluntary controlled school, including schools in their home LEA, and if the home LEA school was nearer they would not receive priority for the Leeds school.
  - Once all the nearest students have been offered a place then we would consider all the non-nearest. At this stage Leeds parents and non Leeds parents would be considered on the same basis, which would be by distance by straight line measurement.
  - There could be a drift from the inner city area to the schools on the edge of the district, although this is by no means certain, given the developments at schools such as Carr Manor, Primrose, City of Leeds and South Leeds High Schools.
- 2.20 Through the consultation process it emerged that it was necessary to exclude all schools in other LEAs who were their own admission authorities and also because of the way we admit to Parklands Girls school we needed to treat all single sex schools in the same manner. We have therefore excluded them from the proposed policy.
- 2.21 If the policy had been in operation for the last admission round the numbers of children given priority from outside of Leeds would have been as follows:

School	Number admitted from outside Leeds In Sept 2005	Number that would have received priority under the proposed wording
<u>Bradford</u>		
Guiseley	96	54
Benton Park	25	17
Priesthorpe	63	29
Prince Henry	15	12
Grangefield	6	0
<u>Kirklees</u>		
Bruntcliffe	106	74
Woodkirk	62	9
<u>Wakefield</u>		
Brigshaw	8	0
Rodillian	6	1
Royds	4	3
<u>North Yorks</u>		
Wetherby	3	3
Boston Spa	3	0
Total	397	202 difference 195

2.22

The proposed policy would not automatically reduce the children from other LEAs to 202. This is the number that would have received priority. Other children wanting a place would then be measured, along with Leeds families, by straight line distance. The nearest family would then be allocated the place. A proportion of the 195 would still gain admission to Leeds schools if they lived closer to the preferenced school than a Leeds parent.

2.23

This proposal has been published in the local Leeds press and also local papers in other neighbouring LEAs. It has been highlighted on the Education Leeds website. The consultation document was sent to neighbouring LEAs in the normal manner and also brought specifically to the attention of the Principal Admission Officer in each neighbouring LEA.

2.24

Comments from the public

There were 17 comments received from the public. 15 Parents fully supported the proposal and 2 posed questions rather than comments.

The Morley Councillors and Adel and Wharfedale Councillors wrote to fully support the proposed change.

2.25

Comments from schools

Of the 11 high schools 9 agreed and 1 disagreed and 1 did not respond. 18 primary schools agreed and 3 did not answer.

Recommendation

2.26

That the oversubscription criteria in relation to nearest Leeds school be amended as stated in paragraph 2.17

Rewording of the schools admission policy.

2.27

The current admission policy is given in appendix 2.

It is proposed that priority 1 remain the same but be simplified as follows:

Priority 1

- a. Children with a statement of special educational need.
- b. Children in public care or fostered under an arrangement made by the local authority.

2.28

There will be a note to the policy as follows:

If the child requires a place in a resourced unit and there is a choice of suitable schools, the child will be given priority at the nearest suitable school to their home address. The Psychology and Assessment Service is able to make recommendations about the suitability of a school placement, for example where a child does not have a statement but needs an accessible school because they have mobility difficulties.

There is no change suggested in the re-wording and it is proposed merely to simplify the policy.

2.29

Priority 1b of the current policy would be replaced with a note within the policy.

Current wording of priority 1b

'We may decide to admit any child in exceptional circumstances that would significantly benefit the relevant child or their parents, or local children or their parents. Children likely to fall into this category are:

- Children in public care or fostered under an arrangement made by the local authority.
- Children with a statement of special educational needs.
- Children who do not have a statement but who may have special educational needs.
- Excluded children or children with a history of challenging behaviour.'

2.30

The proposed wording would replace 1b and become a note within the policy.

'Education Leeds has agreed a protocol to admit children, outside the normal admission round and above the published admission number, in accordance with the DFES advice. The protocol and explanation of how it works can be found on page x' (of this Starting Secondary School booklet)

2.31

This is to simplify the current wording and to take account of the Draft Code of Practice On Admissions, which states that the protocol on hard to place children should be published and explained in the Parents Booklets. By the time the 2007 booklet is published the protocol on hard to place children will be agreed with governors. It is considered to be more helpful to parents to read the agreed protocols operated by the Area Management Boards.

2.32 Schools comments

Of the 11 high schools 9 agreed 1 disagreed and 1 did not answer. 18 primary

schools agreed, 2 disagreed and 2 did not answer.

### 2.33 Recommendation

That priority 1 of the admission policy be simplified as stated above.

That priority 1b of the admission policy be re-written as above.

### 2.34 Proposed admission numbers for secondary schools.

It is proposed that the following schools admission number be amended for 2007.

	Current admission Number	Proposed
Allerton Grange	300	270 BSF proposal in preparation for the new build replacement in 2009
Crawshaw	210	195 In line with the proposal within the BSF programme ready for the new school in 2009
Priesthorpe	210	195 In line with the proposal within the BSF programme ready for the new school in 2009
Rodillian	225	210 BSF proposal in preparation for the new build replacement in 2008.

The full list of proposed numbers for secondary schools are given in appendix 3.

#### Schools comments

2.35 The Governors of Roundhay School wrote to express concern at the demographic projections around the David Young Community Academy and the surrounding area and the knock on effect on Allerton Grange High School. Officers from Education Leeds visited the school to discuss the situation with the Chair of Governors and Headteacher. The Chair agreed that there would not be any negative impact of Roundhay School resulting from the proposals.

2.36 The Central Leeds Federation have requested a reduction in the admission number of City of Leeds from 180 to 150 and Bruntcliffe have requested a change from 270 to 252. Education Leeds informed all schools of the request and no comments were received. The view of Education Leeds is that the reduction at City of Leeds can be supported as the number falls within the net capacity calculations of the school and meets demographic projections. Education Leeds does not support the reduction at Bruntcliffe for 2007 as the demographic projections do not support a reduction at this time. Education Leeds would recommend that the numbers be reviewed for the following year in 2008.

#### Recommendation

2.37 That the reductions at the four schools proposed by Education Leeds be approved.

That the admission number for City of Leeds be approved at 150

That the admission number of Bruntcliffe remain the same at 270 and that the number

be reviewed for 2008.

### Proposed admission numbers for primary schools

- 2.38 Education Leeds did not propose any alterations to primary school admission numbers. However, during the consultation exercise three schools have requested a reduction:

Moor Allerton Hall from 60 to 45  
Broadgate from 50 to 30  
Gildersome from 50 to 30

- 2.39 Education Leeds has informed all schools of the requests and no comments have been received. Education Leeds supports the reductions which can be justified in terms of falling rolls in the area and the level of accommodation within the schools. In terms of net capacity the reduced admission numbers can be defended at an independent appeal should the need arise.
- 2.40 Robin Hood Primary school had a temporary increase from 40 to 45 and the demographic situation in the area is not yet clear enough to determine whether the increase should be permanent. Education Leeds would recommend that the temporary increase of 45 remain for 2007/8.

### Recommendation

- 2.41 That the three proposals from school governors be approved.  
That the temporary admission increase to 45 for Robin Hood remain for 2007/8

- 2.42 Summary of Recommendations

That the primary school coordinated admission scheme as detailed in appendix 1 be approved.

That the secondary school coordinated admission scheme as detailed in appendix 1 be approved.

That the admission policy be amended to allow distance to community and voluntary controlled mixed schools in other LEAs to be taken into account. That the wording in paragraph 2.17 be approved.

That priority 1 of the admission policy be simplified as stated in paragraph 2.27.

That priority 1b be deleted from the policy and replaced with a note as stated in paragraph 2.30.

That the admission numbers of five secondary schools be amended as follows:

Crawshaw from 210 to 195  
Priesthorpe from 210 to 195  
Rodillian from 225 to 210  
City of Leeds from 180 to 150  
Allerton Grange from 300 to 270

That the admission number of Bruntcliffe High School remain the same at 270.

That the admission numbers of three primary schools be amended as follows:

Moor Allerton Hall from 60 to 45  
Broadgate from 50 to 30  
Gildersome from 50 to 30

That the temporary increase from 40 to 45 at Robin Hood Primary school remain for 2007/8.

#### **2.43 THE VIEW OF THE ADMISSION FORUM**

The Admission Forum met on 6<sup>th</sup> February 2006 to consider the comments received. After discussion the Forum agreed to support the proposals and recommend them to Executive Board apart from the sibling link with the 6<sup>th</sup> form, where they asked for further information. Education Leeds has agreed to provide a report to the Admission Forum and withdraw the proposal for 2007/8.

#### **3.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

- 3.1 The proposal in paragraph 2.17 concerns a change to the admission policy relating to children from other LEAs, the likely effects are given within the body of the report.
- 3.2 The rewording of the schools admission policy in paragraph 2.27 is designed to offer clarity to parents rather than change the meaning of the policy.

#### **4.0 LEGAL AND RESOURCE IMPLICATIONS**

- 4.1 The proposal in paragraph 2.27 concerning a change to the admission policy relating to children from other LEAs has been discussed with the Local Government Ombudsman and with legal counsel.

#### **5.0 RECOMMENDATIONS**

- 5.1 That the recommendations contained in paragraph 2.42 be approved.



To All Chairs of Governors  
And Headteachers

Please reply to:

**CHRIS WRENCH**  
Admissions Manager  
9<sup>th</sup> Floor West Merrion House  
110 Merrion Centre  
Leeds LS2 8DT

## APPENDIX 1

Telephone: 0113 247 4956  
Fax: 0113 224 3433  
Email: christopher.wrench@educationleeds.co.uk  
**Ref consult 2007**  
Date:

Dear Chair of Governors and Headteacher

### **ANNUAL CONSULTATION ON ADMISSION ARRANGEMENTS FOR SEPTEMBER 2007.**

I have used the database held in the Governors Team to obtain the addresses of the Chairs of Governors. If you are no longer Chair please contact Leanne Birch on 2475559 to inform her of the new Chair.

I would like to consult the Governing Body on school admission arrangements on behalf of the Local Education Authority as required by section 86 of the 1998 Schools Standard and Framework Act. Education Leeds is acting as an agent on behalf of the LEA for all matters connected with admissions except admissions into nursery where the LEA retains control.

The admission arrangements include the admission policy, the school admission number and the over subscription criteria as published in the 'Starting School and Starting Secondary School Parents Guide'. If you wish to make any comment I would be pleased to receive them by Friday 4<sup>th</sup> February 2006 in order that a report can be prepared for the Executive Board. Following approval by the Board any changes will be published and will take effect for the intake in September 2007.

It is important for Governors to consider the proposals below as they affect all schools in Leeds. They should also consider the school admission number as this is the formal consultation where you can ask us to look at increasing or decreasing the number. If there is disagreement over the school admission number, once approved by Executive Board the Governors can appeal to the School Adjudicator. I can provide details about this process on request.

The items for consultation are as follows:

- Primary school coordination - appendix 1
- Secondary school coordination – appendix 2
- Sibling link between the 6th form and year 7 and any in-year requests
- A change to the admission policy relating to children from other LEAs
- A rewording of the school admission policy
- Changes to admission numbers

1. Primary school co-ordinated admission scheme.

There are no changes proposed to the scheme attached apart from the dates. The scheme now refers to three preferences rather than five as this was agreed by Executive Board last year at the request of the Diocesan Boards

## 2. Secondary school co-ordinated admission scheme.

There are no changes proposed to the scheme attached apart from the dates. The scheme now refers to three preferences rather than five as this was agreed by Executive Board last year at the request of the Diocesan Boards

3. Education Leeds are minded to break the automatic sibling link for community and controlled schools between entry into year 7 and a sibling in year 12 or 13 (the 6<sup>th</sup> form). This would also apply to the sibling link for years 12 and 13 for in-year transfers.

The reasons for this proposal are that when parents apply for a place in year 7 in September/October quoting the sibling rule the decisions on entry into the 6<sup>th</sup> form have not been made. This often relies on GCSE results which are not published until the following August. It is possible for us to allocate a place on the sibling rule and the older child then not progress onto year 12.

There is also an argument that secondary aged children do not need to travel together to the same school and if the family have moved out of the local area then a place is denied to a student who could live nearer to the school.

In the case of in-year transfers it is possible, when a family moves into Leeds, to obtain a place at any 6<sup>th</sup> form in Leeds and then to seek a place for a younger student in a year group that is full.

For information our colleagues in Bradford LEA have had a similar policy for a number of years.

## 4. A change to the admission policy relating to children from other LEAs

Currently the admission policy gives priority to 'parents who show a preference for their nearest *Leeds* school'. This allows students from outside of Leeds to be considered ahead of Leeds students: even though they can live further away, they would receive priority in the allocation process because they preferenced their nearest *Leeds* school.

We have recently had discussions with the Local Government Ombudsman's office to discuss this aspect of the current policy, which we consider gives an advantage to non Leeds parents. Ultimately it is the Ombudsman who receives complaints in this area and their view is crucial if we are considering a change. She has indicated that each complaint is considered on its merits but there is nothing inherently wrong with the proposal, which is to remove the word '*Leeds*' from the admission policy. The policy would then give priority to 'parents who show a preference for their nearest school'.

The implications of this alteration are:

- All Leeds parents nearest school would always be a Leeds school, even if they lived on the boundary and had a nearer school in another LEA.
- Parents from outside of Leeds would not receive any advantage and would be considered on exactly the same basis as Leeds parents.
- Parents from outside of Leeds will be measured to their nearest school, including schools in their home LEA, and if the home LEA school was nearer they would not receive priority for the Leeds school.

- Once all the nearest students have been offered a place then we would consider all the non-nearest. At this stage Leeds parents and non Leeds parents would be considered on the same basis, which would be by distance by straight line measurement.

In September 2005 Leeds admitted 394 secondary students into its schools from outside of Leeds. If the amended policy had been in force only 68 students would have been offered a place as a priority where their nearest school was a Leeds school. The remaining 326 would have been considered in competition with Leeds parents on the basis of distance by straight line and about 150 students would have been offered a place. This means that 176 more Leeds students would have gained a place at the school of their preference rather than being offered a lower preference school.

The exact numbers of students will alter from year to year but Education Leeds is proposing the amendment because it is considered to be a fairer system and allocates all students on the same fair basis.

If your school is on the Leeds boundary and has traditionally taken a number of children/students from outside of Leeds and you would like me to visit to discuss the effects on the school please contact me to arrange a date.

#### 5. Rewording of the schools admission policy.

The current admission policy is given in appendix 3.

It is proposed that priority 1 remain the same but be simplified as follows:

##### Priority 1

- a. Children with a statement of special educational need.
- b. Children in public care or fostered under an arrangement made by the local authority.

There will be a note to the policy as follows:

If the child requires a place in a resourced unit and there is a choice of suitable schools, the child will be given priority at the nearest suitable school to their home address. The Psychology and Assessment Service is able to make recommendations about the suitability of a school placement, for example where a child does not have a statement but needs an accessible school because they have mobility difficulties.

Priority 1b of the current policy would be replaced with a note within the policy as follows:

'Education Leeds has agreed a protocol to admit children, outside the normal admission round and above the published admission number, in accordance with the DFES advice. The protocol and explanation of how it works can be found on page x' (of this booklet)

This is to simplify the current wording and to take account of the Draft Code of Practice On Admissions, which states that the protocol on hard to place children should be published and explained in the Parents Booklets. By the time the 2007 booklet is published the protocol on hard to place children will be agreed with governors.

6. It is proposed that the following schools admission number be amended for 2007. There may be other changes that are proposed by the School Organisation Team later in the year, but which follow a different statutory route.

	Current admission Number	Proposed
Allerton Grange	300	270 BSF proposal in preparation for the new build replacement in 2009
Crawshaw	210	195 In line with the proposal within the BSF programme ready for the new school in 2009
Priesthorpe	210	195 In line with the proposal within the BSF programme ready for the new school in 2009
Rodillian	225	210 BSF proposal in preparation for the new build replacement in 2008.

If any other primary or secondary school wishes to propose a change in their admission number please let me know before Christmas. I will then inform other schools of the request so that any comments can be taken to the Executive Board.

I have attached a reply slip to assist the governors to respond to the questions posed above.

Thank you for your assistance and please do not hesitate to contact me about any matters contained in this letter.

Yours sincerely

Chris Wrench - Admissions Manager

**DRAFT CO-ORDINATED ADMISSION SCHEME  
FOR PRIMARY SCHOOLS IN LEEDS FOR  
SEPTEMBER 2007**

## DRAFT CO-ORDINATED ADMISSION SCHEME FOR PRIMARY SCHOOLS IN LEEDS.

1. The co-ordinated scheme will be administered by Education Leeds (EL) who act as the admission authority on behalf of Leeds City Council.
2. The scheme will ensure, so far as is reasonably practicable, in relation to any preference expressed in the course of a normal admission round, that each parent in the Leeds area shall receive a single offer of a school place.
3. There will be a standard form known as the Common Preference Form (CPF) to be used within the Local Education Authority area. All parents who wish to preference a Leeds primary school must complete the Leeds CPF. If parents wish to apply for a school in another Local Education Authority they must complete the maintaining authorities CPF.
4. The CPF will be used for the purpose of admitting pupils into the first year of primary education, year R and year 3 in Junior schools.
5. The CPF must be used as a means of expressing one and up to three preferences by parents resident in the Local Education Authority area to be admitted to a school within the Local Education Area (including Voluntary Aided schools);
6. The CPF will:
  - a. Invite parents to express up to three preferences by completing the form in rank order of preference.
  - b. Invite parents to give their reasons for each preference.
  - c. Explain to the parent that they will receive no more than one offer of a school place from Education Leeds and that:
    - i. a place will be offered at the highest ranking nominated school for which their child is eligible for a place; and
    - ii. if a place cannot be offered at a nominated school, a place will be offered at an alternative school if the address is a Leeds address
    - iii. if a place cannot be offered at a nominated school, and the address is not in Leeds, the home authority will be responsible for allocating an alternative school.
  - d. Specify the closing date and where the form must be returned in accordance with paragraph 11.
7. EL will make appropriate arrangements to ensure:
  - a. that the CPF is available on request from EL and from all primary schools in the Leeds area; and
  - b. that the CPF is accompanied by a written explanation of the co-ordinated scheme in the parents guide to admissions booklet.
8. EL will take all reasonable steps to publicise the availability of the CPF (and parents guide) to every parent resident in the LEA who has a child about to start year R or year 3.

Supplementary Information Forms

9. All preferences expressed on the CPF are valid applications. The governing body of Voluntary Aided schools can require parents who have nominated their school on the CPF, to provide additional information on a Supplementary Information Form. This form can only be used where additional information is required for the governing body to apply their over subscription criteria where the school has received more applications than there are places available. Where a Supplementary Information Form is required it must be returned as directed in paragraph 11.

10. Where a Voluntary Aided school requires a Supplementary Information Form it cannot consider an application unless they receive both the CPF and Supplementary Information Form. When the school matches the two forms and finds one is missing they (for the supplementary Information Form) or Education Leeds (for the CPF) will contact the parent and ask them to complete the relevant form. At this stage there may be only a short timescale for the parent to complete the form.

#### Timetable

11. 20 October is the closing date for the CPF to be returned to the primary school. It is also the closing date for Supplementary Information Forms to be returned to individual Voluntary Aided schools. A Supplementary Information Form must be completed for each Voluntary Aided school.

It is the parents responsibility to meet the deadlines. Voluntary Aided schools and EL will forward any forms sent to them in error.

On 23 October primary schools will forward the forms onto EL.

On 13 November where the parent has listed a Voluntary Aided school EL will send the CPF and a list of names to those admission authorities for them to apply their admission policies.

On 11 December Voluntary Aided schools will send EL a ranked list indicating who will and who will not be offered a place.

Between 12 December and 8 January EL will match ranked lists of all schools and allocate places in accordance with the scheme.

15 January EL will send schools in Leeds a draft allocation list for them to check.

26 January schools will notify EL of any changes.

12 February final run by Education Leeds

15 February parents of children with a statement of special educational need will be offered a school. This may necessitate adjustments to the timetable above for these children in order to meet the deadline.

On March 1<sup>st</sup> (or next working day) parents will be notified that they are being offered a place at the allocated school. This letter will give the following information:

- The name of the school at which a place is offered;
- The reasons why the child is not being offered a place at each of the other schools nominated on the CPF;

- Information about their statutory right of appeal against the decisions to refuse places at the other nominated schools;
- Contact details for the school and LEA (and those preferenced Voluntary Aided schools where they were not offered a place, so that they can lodge an appeal with the governing body);
- Where the child has been refused a place at a nominated or Voluntary Aided school, instructions as to how the parents can add their child's name to the schools waiting list . For Community and Controlled schools a waiting list will be maintained until October half term 2007.
- Information on schools in Leeds which still have places available.

12. Parents offered a Community or Controlled school are assumed to have accepted the place offered, there is no need for parents to write and accept the school place. Voluntary Aided schools within Leeds require you to accept the offered school, this will be by the deadline of 15<sup>th</sup> March. In the case of these schools failure to accept the place by the deadline may result in the place being offered to another applicant.

### Testing

13. There are no maintained schools in Leeds that require a test in order to gain admission.

### Determining offers in response to the CPF

14. EL will act as a clearing house for the allocation of places by the relevant admission authority in response to the CPFs. EL will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the CPF where:

- a. it is acting in its separate capacity as an admission authority, or
- b. an applicant is eligible for a place at more than one school, or
- c. an applicant is not eligible for a place at any school that the parent has nominated and lives in Leeds.

EL will allocate places in accordance with the provisions set out in paragraph 15. of this schedule.

15. EL will match the ranked list against the ranked lists of the other nominated schools and:

- Where the child is eligible for a place at only one of the nominated schools, that school will be allocated to the child.
- Where the child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranked preference.

16. Where the child of a Leeds resident is not eligible for a place at any of the denominational schools, the child will be allocated a place at the nearest appropriate school with a vacancy at the time of the allocation.

17. Where the child is not eligible for a place at a nominated school, and the parents are not resident in Leeds, the home LEA will be responsible for their education.



## Late Applications

18. The closing date for applications to be received in school in the normal admission round is 20th October 2006.

19. Education Leeds will process any late CPF for as long as possible and liaise with any Voluntary Aided schools listed on the CPF. Late supplementary information forms must be sent to the Voluntary Aided school concerned as without both forms it will not be possible for the Governors to apply their admission policy.

## Casual Admissions

20. Application for admission to a primary controlled or community school outside the normal admission round should be made to Education Leeds and a Transfer Request Form will need to be completed.

21. Where the school is full Education Leeds will inform the parent of their right of appeal and details of any other local schools in the area that might have places, including and Voluntary Aided schools.

22. Application to Voluntary Aided primary schools outside the normal admission round should be made to the Headteacher of the school. The Headteacher should arrange for the transfer or counsel the parent to return to the existing school to resolve any difficulties. If the school is full the parents should be informed about their right of appeal and the contact point for the Admission Team so that the parent can discuss alternative schooling.

## EXPLANATORY NOTE – PRIMARY SCHOOLS

Education Leeds will act as a clearing house for all schools in Leeds and every parent who requires a Leeds school, Community, Controlled or Voluntary Aided must complete a Leeds Common Preference Form (CPF). Parents will not be able to apply direct to any Voluntary Aided school. Parents from outside of Leeds will also need to obtain a Leeds CPF. There can be up to three preferences on the CPF. There is no co-ordination between Leeds and other LEAs at primary level.

Education Leeds will forward any forms onto the Voluntary Aided school preferenced on the CPF. The Governors then determine to whom they will make an offer and inform Education Leeds of the ranked order of offers. It may be that the parent receives two offers from Voluntary Aided Schools and also meets the criteria for a Community school. Education Leeds then has to determine which of the potential offers should be the final offer to the parent. We will do this by referring to the CPF and offering the highest ranked school where an offer has been made. If this then creates a vacancy at a Voluntary Aided school which had made an offer then Education Leeds will refer to the ranked offers previously returned by the Voluntary Aided school in order to fill the vacancy.

In order for the process to work there must be an agreed timetable between Education Leeds and Voluntary Aided schools.

In order to apply their admission policies Voluntary Aided schools may require information which is not available on the preference form, for example, baptism details. Schools can therefore use their own Supplementary Information Form to collect these details. Therefore a parent needs to complete a CPF which is returned to Education Leeds via the primary school and a Supplementary Information Form which is for the school to retain. The parent needs to complete a Supplementary Information Form for each Voluntary Aided school listed on the CPF.

Education Leeds is not required to send schools details of the parents ranking of schools when it send copies of the CPF to each school, unless the school has a first preference first admission policy .

On March 1<sup>st</sup> Education Leeds will write to every parent in Leeds to offer a single school place. If this offer is for a Voluntary Aided school then the letter will make the offer on behalf of the Governors of the school. It is possible for another LEA to make an offer so that the parents receives two offers.

After March 1<sup>st</sup> parents need to contact individual Voluntary Aided schools to enquire about waiting lists or appeals.

**CO-ORDINATED ADMISSION SCHEME  
FOR SECONDARY SCHOOLS IN LEEDS  
FOR SEPTEMBER 2007.**

CO-ORDINATED ADMISSION SCHEME FOR SECONDARY SCHOOLS IN LEEDS.

1. The co-ordinated scheme will be administered by Education Leeds (EL) who act as the admission authority on behalf of Leeds City Council.
2. The scheme will ensure, so far as is reasonably practicable, in relation to any preference expressed in the course of a normal admission round, that each parent in the Leeds area shall receive a single offer of a school place.
3. There will be a standard form known as the Common Preference Form (CPF) to be used within the Local Education Authority area.
4. The CPF will be used for the purpose of admitting pupils into the first year of secondary education, year 7.
5. The CPF must be used as a means of expressing one and up to three preferences by parents resident in the Local Education Authority area :
  - a. for admission to a school within the LEA (including Voluntary Aided schools or Academy);
  - b. for admission to a school located in another LEA's area (including Voluntary Aided or Foundation schools.)
6. The CPF will:
  - a. Invite parents to express up to three preferences by completing the form, including, where relevant, any schools outside the LEA's area, in rank order of preference.
  - b. Invite parents to give their reasons for each preference.
  - c. Explain to the parent that they will receive no more than one offer of a school place from Education Leeds and that:
    - i. a place will be offered at the highest ranking nominated school for which their child is eligible for a place; and
    - ii. if a place cannot be offered at a nominated school, a place will be offered at an alternative school.
    - iii. if a place cannot be offered at a nominated school, and the address is not in Leeds, the home authority will be responsible for allocating an alternative school.
  - d. Specify the closing date and where the form must be returned in accordance with paragraph 13.
7. EL will make appropriate arrangements to ensure:
  - a. that the CPF is available on request from EL and from all primary schools in the Leeds area; and

- b. that the CPF is accompanied by a written explanation of the co-ordinated scheme in the parents guide to admissions booklet.
8. EL will take all reasonable steps to ensure that every parent resident in the Local Education Authority who has a child in their last year of primary education, year 6, receives a copy of the CPF (and a parents guide.)
9. Education Leeds will forward applications, but not necessarily the parents ranking, to other admission authorities within the Leeds area, and to other LEAs if a preference has been made for a school in another Local Education Authority area.
10. Governing Bodies, which are admission authorities for their school must relay information back to EL showing the order in which they rank the applications for places, by a date specified in this scheme.

### Supplementary Information Forms

11. All preferences expressed on the CPF are valid applications. The governing body of Voluntary Aided or Foundation schools can require parents who have nominated their school on the CPF, to provide additional information on a Supplementary Information Form. This form can only be used where additional information is required for the governing body to apply their over subscription criteria to the application. Where a Supplementary Information Form is required it must be returned as directed in paragraph 13.
12. Where a Voluntary Aided school requires a Supplementary Information form it cannot consider an application unless they receive both the CPF and Supplementary Information Form. When the school matches the two forms and finds one is missing they or Education Leeds will contact the parent and ask them to complete the relevant form. At this stage there may be only a short timescale for the parent to complete the form.

### Timetable

13. 20 October is the closing date for the CPF to be returned to the primary school. It is also the closing date for Supplementary Information Forms to be returned to individual Voluntary Aided schools, either via the primary school or direct to the secondary school. It is the parents responsibility to meet the deadlines. Voluntary Aided schools and EL will forward any forms sent to them in error.

23 October primary schools will forward the forms onto EL.

13 November where the parent has listed a Voluntary Aided, Foundation or other Local Education Authority school EL will send the CPF and a list of names to those admission authorities for them to apply their admission policies.

On 11 December Voluntary Aided and Foundation schools will send EL a ranked list indicating who will and who will not be offered a place.

Between 12 December and 8 January EL will match ranked lists of all schools and allocate places in accordance with the scheme.

15 January EL will send schools in Leeds a draft allocation list for them to check.

17 January Initial offers to other LEAs

26 January deadline by which amendments must be sent to EL

6 February Responses from other LEAs to the initial offers

9 February final information shared with other LEAs

12 February final run by Education Leeds

15 February parents of children with a statement of special educational need will be offered a school. This may necessitate adjustments to the timetable above for these children in order to meet the deadline.

March 1<sup>st</sup> (or next working day) parents will be notified by EL that they are being offered a place at the allocated school. This letter will give the following information:

- The name of the school at which a place is offered;
- The reasons why the child is not being offered a place at each of the other schools nominated on the CPF;
- Information about their statutory right of appeal against the decisions to refuse places at the other nominated schools;
- Contact details for the school and Local Education Authority (and those preferenced Voluntary Aided schools where they were not offered a place, so that they can lodge an appeal with the governing body);
- Where the child has been refused a place at a nominated Voluntary Aided school, instructions as to how the parents can add their child's name to the schools outstanding preference list. For Community and Controlled schools an outstanding preference list will be maintained until October half term 2006.
- Information on schools in Leeds which still have places available.

14. Parents offered a Community or Controlled school are assumed to have accepted the place offered, there is no need for parents to write and accept the school place. Voluntary Aided schools within Leeds and schools in other LEAs may require parents to accept the offered school, this will be by the deadline of 15<sup>th</sup> March. In the case of these schools failure to accept the place by the deadline may result in the place being offered to another applicant.

#### Testing

15. There are no maintained schools in Leeds that require a test in order to gain admission.

Determining offers in response to the CPF

16. EL will act as a clearing house for the allocation of places by the relevant admission authority in response to the CPFs. EL will only make any decision with respect to the offer or refusal of a place in response to any preference expressed on the CPF where:
- a. it is acting in its separate capacity as an admission authority, or
  - b. an applicant is eligible for a place at more than one Leeds school, or
  - c. an applicant is not eligible for a place at any school that the parent has nominated and lives in Leeds.

EL will allocate places in accordance with the provisions set out in paragraph 17. of this schedule.

17. EL will match the ranked list against the ranked lists of the other nominated schools and:
- Where the child is eligible for a place at only one of the nominated schools, that school will be allocated to the child.
  - Where the child is eligible for a place at two or more of the nominated schools, they will be allocated a place at whichever of these is the highest ranked preference.
  - EL will use the over subscription criteria in the admission policy published in the Starting Secondary School Parents Guide for deciding places in Community and Controlled schools.
18. Where the child of a Leeds resident is not eligible for a place at any of the denominational schools, the child will be allocated a place at the nearest Community or Controlled school with a vacancy.
19. Where the child is not eligible for a place at a nominated school, and the parents are not resident in Leeds, the home LEA will be responsible for their education.
20. EL will notify the Leeds Voluntary Aided admission authority of the single offer to be made by the deadline in this scheme.
21. EL will notify the home LEA if a place is to be offered or not by the deadline in this scheme. The home LEA will then make offers on behalf of EL. EL will endeavour to work with other LEAs so that only a single offer is made.

Late Applications (after 20 October – 1 March)

22. The closing date for applications to be received in school in the normal admission round is 20<sup>th</sup> October.
23. Education Leeds will process CPF forms as late as possible. However, because of the co-ordination with other LEAs this may not be after the end of October.

Late Applications (after 1 March – 31 August)

24. At the end of March EL will process late CPF forms for Community and Controlled schools. Names will be retained on the waiting list for each school preferenced on the CPF. For Voluntary Aided schools parents would need to contact the Headteacher of the school concerned to ask about their procedure for late forms.

#### Casual Admissions

25. Application to Community and Controlled secondary schools outside the normal admission round, after October half term, will be made to the Admissions Team of Education Leeds on a Transfer Request Form. The Admission Team will arrange for a transfer or counsel the parent to return to the existing school to resolve any difficulties. If the school is full the parents will be informed about their right of appeal and an alternative school may be offered. However, in certain circumstances where the child concerned is vulnerable, Education Leeds may direct the school to admit the child even though the school is full.

26. Application to Voluntary Aided secondary schools outside the normal admission round should be made to the Headteacher of the school. The Headteacher should arrange for the transfer or counsel the parent to return to the existing school to resolve any difficulties. If the school is full the parents should be informed about their right of appeal and the contact point for the Admission Team should be provided so that the parent can telephone to discuss alternative schooling. However, in certain circumstances where the child concerned is vulnerable, Education Leeds may direct the school to admit the child even though the school is full.

#### EXPLANATORY NOTE – SECONDARY SCHOOLS

We have introduced co-ordinated arrangements between all schools in Leeds and between other LEAs. The aim of the arrangements is to ensure that only a single offer is made to a parent rather than several offers from different admission authorities.

For September 2007 Education Leeds acts as the clearing house for all parents in Leeds. Every parent in Leeds must complete a Leeds CPF, even if they attend a Leeds Voluntary Aided Primary school and want a Voluntary Aided Secondary school in another LEA.

If a parent in a neighbouring LEA wants their child to attend a Leeds Community or Voluntary Aided school they must complete the home LEA CPF. The home LEA will forward the CPF onto Education Leeds who, in turn, will forward it onto the Leeds Voluntary Aided School (Education Leeds will deal with the application if it is for a Community School). The governing body determine to whom they will make an offer to by applying their admission policy. The process then works in reverse, the school informs Education Leeds who in turn inform the neighbouring (home) LEA. It is the home LEA who then writes the offer letter on behalf of the governors of the Leeds Voluntary Aided School.

It could be that the parent in another LEA preferences 1. A school in their home LEA. 2. A Voluntary Aided Leeds School. 3. A Leeds Community school. It could be that the parent receives an offer from all three admission authorities as they meet the criteria for all three schools. In these circumstances EL will offer the highest school listed on the CPF.

There could be cases where Leeds parents preference schools in other LEA's and the process described above works in reverse. The parent applies to Leeds on our CPF, we send it to the other LEA, they in turn forward it onto their Voluntary Aided school. The



governing body determine that an offer should be made and inform their home LEA, they forward the offer onto Education Leeds and we then write the offer letter on behalf of the neighbouring LEA Voluntary Aided School.

**ANNUAL CONSULTATION ON ADMISSION ARRANGEMENTS FOR SEPTEMBER 2007**

PLEASE RETURN THIS PRO-FORMA TO JORDAN SEAL, ADMISSION TEAM FLOOR 9 WEST, MERRION CENTRE, MERRION HOUSE, LEEDS LS2 8DT.

PLEASE TICK

1. PRIMARY SCHOOL CO-ORDINATED ADMISSION SCHEME

WE AGREE WITH THE SCHEME

WE DO NOT AGREE WITH THE SCHEME

2. SECONDARY SCHOOL CO-ORDINATED ADMISSION SCHEME

WE AGREE WITH THE SCHEME

WE DO NOT AGREE WITH THE SCHEME

3. WE AGREE WITH BREAKING THE SIBLING LINK WHERE THE 6<sup>TH</sup> FORM IS INVOLVED

WE DO NOT AGREE

4. WE AGREE WITH THE PROPOSAL TO REMOVE THE WORD LEEDS FROM THE ADMISSION POLICY

WE DO NOT AGREE

5. WE AGREE WITH RE-WORDING AND SIMPLIFYING PRIORITY 1 OF THE ADMISSION POLICY

WE DO NOT AGREE

WE AGREE WITH AMENDING PRIORITY 1B IN ORDER TO SIMPLIFY THE POLICY FOR PARENTS

WE DO NOT AGREE

SCHOOL \_\_\_\_\_

SIGNED \_\_\_\_\_

DESIGNATION \_\_\_\_\_  
(Head or Chair of Governors)

# APPENDIX 2.

## CURRENT ADMISSION POLICY

### Priority 1

- a. Children with a statement of special educational needs which names a school or unit which has special resources. Other children with a statement who need a place in a school or unit which has special resources. If there is a choice of suitable schools, the child will be given priority at the nearest suitable school to their home address.
- b. We may decide to admit any child in exceptional circumstances that would significantly benefit the relevant child or their parents, or local children or their parents. Children likely to fall into this category are:
  - Children in public care or fostered under an arrangement made by the local authority;
  - Children with a statement of special educational need;
  - Children who do not have a statement but who may have special educational needs;
  - Excluded children or children with a history of challenging behaviour.

### Priority 2

Children who want to join brothers or sisters who will be at school at the start of the academic year. We can only guarantee places for brothers or sisters if they are living in the same house and we receive the request by the closing date.

### Priority 3

We will consider requests as follows:

- a. If there are enough places for everyone who has applied, we will offer everyone a place.
- b. If we have more applications than there are places, we will offer places first to children nearest to the school (measured in a straight line.) We will do this in line with parents preferences, giving priority to:
  1. Parents who show a preference for their nearest Leeds school to their home address; then
  2. Parents who show a preference for a Leeds school other than the one nearest to their home address.
- c. If we cannot meet parents' preferences in this way, we will guarantee a place for their child at their nearest community secondary school with available places at the time of the offer.

# APPENDIX 3

## Proposed secondary school admission numbers for September 2007

Community and controlled schools		Schools which are their own admission authority	
Allerton Grange	270		
Allerton High	180		
Benton Park	232	David Young Community Academy	180
Boston Spa	300	Abbey Grange	205
Brigshaw	240	Cardinal Heenan	180
Bructcliffe	270	Corpus Christi	180
Carr Manor	180	Mount St Marys	180
City of Leeds	150	St Marys	175
Cockburn	210		
Crawshaw	195		
Farnley Park	150		
Garforth	300		
Guiseley	225		
Horsforth	225		
Intake	260		
John Smeaton	180		
Lawnswood	270		
Morley	252		
Parklands	140		
Priesthorpe	195		
Primrose	180		
Prince Henry	225		
Pudsey Grangefield	195		
Ralph Thoresby	180		
Rodillian	210		
Roundhay	240		
Royds	220		
South Leeds	210		
Temple Moor	210		
West Leeds	210		
Wetherby	170		
Woodkirk	300		
Wortley	180		

Total places in year 7 in Leeds 8254

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## REPORT TO THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 19<sup>th</sup> April 2006

SUBJECT: Secondary Provision in Inner West Leeds: Outcome of Statutory Notice

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### EXECUTIVE SUMMARY

#### 1.0 Purpose of the Report

- 1.1 This report informs the Executive Board of the statutory notice period for proposals to rationalise secondary school provision in Inner West Leeds as part of the Building Schools for the Future programme.

#### 2.0 Background

At its meeting in January 2006, the Executive Board approved the publication of a statutory notice to close West Leeds and Wortley High Schools to form a new high school on the West Leeds site from September 2009 and to expand Farnley Park High School from its current capacity offering an admission number of 150 to an admission number of 210. This notice was published on 7<sup>th</sup> February 2006 and expired on 21<sup>st</sup> March 2006.

#### 2.1 The Issues

A total of 6 representations have been received – one from a West Leeds pupil, one from the West Leeds governing body, one from the head of West Leeds, one from the Chair of Governors of West Leeds and two from a drama production company that works with West Leeds High School.

#### 2.2 Key issues raised in the statutory representations are:

- Concerns about the demographic analysis that supports the proposal
- Opposition to the closure of West Leeds
- Concerns about the impact of the proposal on standards and achievement
- Concerns that the number of pupils at the new school will exceed the size of the new school building.

- 2.3 As statutory objections have been received, this proposal falls to the School Organisation Committee for determination.

#### 3.0 Implications for Council Policy and Governance

Planning secondary school places is relevant to a number of key priorities identified in

the Children and Young People's Plan, the Asset Management Plan and the Corporate Plan, in terms of managing the supply and demand of school places and school improvement. It is also relevant to the Closing the Gap agenda, with the planning of school places taking consideration of wider socio-economic factors and regeneration.

#### **4.0 Legal and Resource Implications**

**4.1** The majority of school funding is distributed based on the number of pupils in a school, therefore when schools close the majority of their funding will transfer to the school(s) that receive the pupils, or in this case the new school that will be established. However, there would be annual revenue savings of approximately £400,000 from the net effect of reducing the number of schools in the area by one, which would be redistributed through the schools budget formula. This could be reduced by potential costs incurred through the transition period, for example to protect staff.

#### **5.0 Recommendation**

**5.1** Executive Board is invited to:

- i) Consider the representations received
- ii) Agree to proceed with the proposal to close West Leeds and Wortley High Schools and to establish a new secondary school on the West Leeds site in September 2009 and to expand Farnley Park High School from an admission number of 150 to 210.
- iii) Note that as a result of the representations the determination of the notice falls to the School Organisation Committee
- iv) agree that the comments prepared by Education Leeds and contained in this report serve as the LEA's response to the representations for consideration

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## REPORT TO THE CHIEF EXECUTIVE OF EDUCATION LEEDS

EXECUTIVE BOARD: 19<sup>th</sup> April 2006

SUBJECT: Secondary Provision in Inner West Leeds: Outcome of Statutory Notice

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Electoral wards Affected: Armley, and Farnley and Wortley

### Specific Implications For:

Ethnic Minorities

Women

Disabled People

Narrowing the Gap

Eligible for Call-in

Not Eligible for Call-in

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### 1.0 Purpose of the Report

This report informs the Executive Board of the statutory notice period for proposals to rationalise secondary school provision in Inner West Leeds as part of the Building Schools for the Future programme.

### 2.0 Background

2.1 At its meeting in January 2006, the Executive Board approved the publication of a statutory notice to close West Leeds and Wortley High Schools to form a new high school on the West Leeds site from September 2009 and to expand Farnley Park High School from its current capacity offering an admission number of 150 to an admission number of 210. This notice was published on 7<sup>th</sup> February 2006 and expired on 21<sup>st</sup> March 2006.

2.2 The BSF projects planned for inner West Leeds are a new secondary school on the West Leeds site and a refurbishment and remodelling scheme at Farnley Park. These projects are scheduled in Phase 2 of the Leeds Wave 1 BSF programme with delivery in 2009. The deadline for approval of the Outline Business Case (OBC) for the Phase 2 BSF projects is July 2006. To deliver the projects within this timescale, the statutory process for changes to the structure of provision have to be completed before approval of the OBC. It is likely that any new build on the West Leeds site will be delivered through PFI.

### **3.0 The Issues**

**3.1** A total of 6 representations have been received – one from a West Leeds pupil, one from the West Leeds governing body, one from the head of West Leeds, one from the Chair of Governors of West Leeds and two from a drama production company that works with West Leeds High School.

**3.2** A summary of the issues identified in the representations follows. It should be noted that any summary inevitably leads to a loss of detail. A full copy of all the representations is available for Members in the Members Library.

### **3.3 Demographic Rationale**

The view has been expressed that the demographic planning that underpins the proposals is inaccurate. The specific concern raised is that insufficient account has been taken of future building developments in west Leeds, such as the High Royds hospital development and the Kirkstall Forge site. In addition, no account has been taken of the number of Asylum Seekers coming into Leeds.

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

*Over the next few years, the secondary population in Leeds is anticipated to reflect the fall in the primary population that the city has witnessed since the mid 1990s. The secondary school projections that Education Leeds uses are generated from known children in primary schools. In the Inner West area, projections suggest that the current pattern of provision will not be sustainable as the number of Year 7 pupils entering the secondary schools falls. The DfES has required detailed demographic projections to be submitted as part of the initial bid for Building Schools for the Future Funding, and their scrutiny has been a critical part of the general approval process for the Wave 1 BSF proposals. This demographic information was independently audited.*

*The two housing sites referred to will impact on pupil numbers in the North West wedge of the city more than the West. The Highroyds site is closest to Guiseley High School and the likely numbers of pupils that will be generated by the development have been considered in the context of future numbers of pupils at the school. The Kirkstall Forge site is in the early planning stages and detailed numbers and sizes of units are not yet known. This development site is however nearer to schools in the Horsforth and West Park areas and any demographic impact is most likely to affect schools to the north of the river.*

### **3.4 Opposition to the closure of West Leeds High School**

It has been suggested that West Leeds High School is a school of first choice for many parents in the community and as such should remain open. Concern has been expressed that the option of amalgamating the two schools is the most disruptive for families, pupils and staff. Instead of amalgamating the two schools, it has been suggested that only Wortley High school should close as the perception in the community is that West Leeds High School is being expanded. The rationale for this is that this will be less disruptive to the area. The impact of the proposal on community confidence has been raised as an issue and the need for this to be safeguarded.

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

*Both schools are valued in their own right and their combined strengths would provide a sound foundation for the new school. Through the amalgamation as much continuity as possible would be retained both in terms of pupils and staff. The proposal allows for all of the pupils in the two schools to transfer to the new school if they wish and posts in the new school (apart from the headteacher and deputy head posts) would be ring-fenced to*



staff in the existing schools. The amalgamation process would ensure that the two school communities have an equal commitment to the new school. Education Leeds would work with the governors and senior management teams of both West Leeds and Wortley High Schools and other agencies to ensure that the new school meets the needs of all pupils. The Building Schools for the Future investment programme will provide the local community with two excellent resources offering extended school facilities on the Farnley Park and West Leeds sites.

### **3.5 Impact on Standards**

Concern was expressed that a proposal to amalgamate the two schools could result in the loss of valuable members of staff and uncertainty among the parent body. The disruption would have a detrimental effect on the improvements in standards at West Leeds that have been achieved over the last few years. This is reflected in the recent achievement of Technology College Status by the school. A particular concern is the impact of the proposal on staff turnover and the need for incentives to encourage staff to remain in post during the period of transition so that standards can be maintained. Much of the financial discussion has focused on capital and not investment in transitional funding.

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

*Education Leeds recognises that the reorganisation process is disruptive and warrants very careful management to ensure that there are minimal impacts on teaching and learning. For the success of this proposal to be maximised families, pupils and staff would need to be supported throughout the transition and implementation phases. Currently a limited amount of additional funding is available to support this process. Nevertheless, Education Leeds would work in partnership with the schools to decide how best to secure continuity within available resources. Detailed processes have been developed in Leeds to support schools going through an amalgamation process and experience suggests that a fairly good degree of continuity is preserved during the transition period.*

### **3.6 Proposed school building and transition implications**

Concern has been expressed that the new building will not be sufficient for the number of pupils that will be attending the new school in 2009. How these pupils will be accommodated is an issue. The future of the CLC is also uncertain.

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

*Education Leeds has always acknowledged that the upper year groups of the new school would be larger than the capacity of the planned new building. The accommodation required to manage the downsizing of provision would be carefully planned with the schools to ensure that no child is unfairly disadvantaged. Discussions around how the CLC provision would continue to operate would be factored into the new build project and the design of the new school.*

### **3.7 The Way Forward**

No substantively new issues have been raised during the statutory representation period. Whilst a level of objection is almost inevitable with an amalgamation proposal, Education Leeds continues to believe that this proposal provides the best prospect for securing long term, viable, cost effective secondary education in the area.

## **4.0 IMPLICATIONS FOR COUNCIL POLICY AND GOVERNANCE**

**4.1** Planning secondary school places is relevant to a number of key priorities identified in the Children and Young People's Plan, the Asset Management Plan and the Corporate Plan, in terms of managing the supply and demand of school places and school improvement.

It is also relevant to the Closing the Gap agenda, with the planning of school places taking consideration of wider socio-economic factors and regeneration.

## **5.0 LEGAL AND RESOURCE IMPLICATIONS**

**5.1** The majority of school funding is distributed based on the number of pupils in a school, therefore when schools close the majority of their funding transfers to the school(s) that receive the pupils or in this case to the new school that would be established. However, there are a number of elements of the formula that do not transfer with the pupils (e.g. fixed costs and premises factors based on the floor area of a school), that would represent revenue savings made when a school closes. These savings would be redistributed through the funding formula to all schools. There would be annual revenue savings of approximately £400,000 from the net effect of reducing the number of schools in the area by one, which would be redistributed through the schools budget formula. This could be reduced by potential costs incurred through the transition period, for example to protect staff.

**5.2** The LEA has a statutory requirement to keep under review the supply and demand of school places. Any proposals within the Building Schools for the Future Programme have been subject to analysis in respect of future demand for places.

**5.3** 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. The pupil populations of West Leeds and Wortley High Schools have broadly similar ethnicity – West Leeds is 83% white British and Wortley is 89% white British. A small percentage of pupils at both schools are of Indian and Pakistani origin. The amalgamation could shift the ethnic balance in local schools, but this is not likely to cause significant issues or impact on pupils' achievement.

**5.4** As statutory objections have been received, the proposal to close West Leeds and Wortley High Schools; to establish a new secondary school on the West Leeds site in September 2009 and to expand Farnley Park High School from an admission number of 150 to 210 falls to the School Organisation Committee for determination. The statutory notice expired on 21<sup>st</sup> March 2006. The statutory process requires the LEA to formally place the proposal before the School Organisation Committee within a month of the expiry of the notice, which in this case is before 21<sup>st</sup> April 2006.

## **6.0 RECOMMENDATION**

**6.1** Executive Board is invited to:

- v) Consider the representations received
- vi) Agree to proceed with the proposal to close West Leeds and Wortley High Schools and to establish a new secondary school on the West Leeds site in September 2009 and to expand Farnley Park High School from an admission number of 150 to 210.
- vii) Note that as a result of the representations the determination of the notice falls to the School Organisation Committee
- viii) agree that the comments prepared by Education Leeds and contained in this report serve as the LEA's response to the representations for consideration

## Appendix:

**Table 1: Current position (2005/2006)**

	Admission Limit 2005/6	11-16 Number on Roll Jan 2006	Post 16 Number on Roll Jan 2006	11-18 Number on Roll Jan 2006	Net Capacity	Surplus Places	% Surplus
Farnley Park High School	150	747	36	783	717	-66	-9%
West Leeds High School	210	1046	88	1134	1176	42	4%
Wortley High School	180	819	75	894	961	67	7%

**Table 2: GCSE Achievement (5 A\*-C GCSE grades)**

	2004	2005
Farnley Park High School	29%	36.4%
Wortley High School	25%	37.7%
West Leeds High School	33%	34.1%
<b>City Average</b>	<b>45.4%</b>	<b>48.1%</b>
<b>National Average</b>	<b>53.7%</b>	<b>55.7%</b>

**Capital Scheme No:**  
**12028**

**AGENDA  
ITEM NO.:**

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

**Design & Cost Report**

Parent Scheme No:

**REPORT OF DIRECTOR OF LEARNING AND LEISURE**

**REPORT TO EXECUTIVE BOARD**

**DATE: 19<sup>TH</sup> APRIL 2006**

**SUBJECT : REPLACEMENT OF MACHINERY : PARKS AND COUNTRYSIDE SERVICE**

**Electoral Wards Affected :**

**Specific Implications For :**

Ethnic Minorities   
 Women   
 Disabled People   
 Narrowing the Gap

Executive  
Function

Eligible for Call In

Not eligible for Call In

*(details contained within the report)*

**EXECUTIVE SUMMARY**

The report describes the effects of using old machinery with high vibration levels on the health and wellbeing of Parks and Countryside employees; the Health and Safety legislation; and the role of the Health and Safety Executive in monitoring the City Council's response to the legislation. The report requests the release of the second phase of funds for the replacement of machinery so that employees carrying out the various maintenance operations, will not be exposed to unacceptable vibration levels.

**1.0. PURPOSE OF REPORT**

The purpose of this report is to seek authority to spend £584,600 from the 2006/07 Capital Programme provision for replacement of machinery. This is made up of £580,000 from 2006/7 & £4,600 carried forward from 2005/6.

**2.0. BACKGROUND**

2.1 It has been recognised that there may be a risk of Parks and Countryside front line staff being exposed to Hand Arm Vibration Syndrome (HAVS) and steps were taken two years ago to introduce a health screening programme to detect any significant affects on staff using machines.

**ORIGINATORS NAME: Denise Preston**  
**TELEPHONE NUMBER: 247 8395**

**DATE: 31<sup>st</sup> March 2006**  
**FAX NUMBER: 247 6044**

- 2.2 The issue was reported to the Health and Safety Executive and the Service is now working closely with the HSE, Departmental and Corporate Health and Safety Managers to deliver an action plan to minimise future risks. Regulations which were introduced in July 2005 did outline new and more stringent legal requirements in terms of HAVS management and an action plan has been developed to comply with the new regulations. Failure to comply with the new regulations could lead to legal action under the Health and Safety legislation being taken against the City Council.
- 2.3 Some of the machinery used by Parks and Countryside staff to maintain the green space in Leeds is old and as such, has higher vibration levels than new machinery. Tests confirmed by a Consultant have shown that some machines can only be used for less than one hour in any day, and to adhere to these operation times the amount of work which could be carried out is drastically reduced.
- 2.4 Market research shows that modern machines are being developed taking into account the need to reduce vibration levels and the procurement practises employed by Parks and Countryside now use vibration levels as a key selection criteria. A programme of machinery replacement has been developed and will reduce significantly the risk of staff exposure to vibration whilst enabling current service provision to be maintained or improved.
- 2.5 In March 2005, approval was given to spend £470,000 on replacement machines, with a further £25,000 being approved in January 2006. Under this programme, Parks and Countryside developed a schedule to replace a number of machines which were highlighted in the original Design and Cost Report.
- 2.6 Fine turf and ornamental pedestrian machines were purchased to replace the existing fleet that had an average duration limit of approximately 1 hour 20 minutes. These are used to cut areas such as bowling greens and ornamental garden areas.
- 2.7 Banking machines were purchased to limit employee exposure to the risks associated with grass cutting operations on steep banking, particularly when using rotary pedestrian machines or strimmers.
- 2.8 Ride on cylinder collection machines were purchased which enabled all previous ornamental areas to be brought up to standard. Through the operational efficiencies of being able to cut a larger area of ornamental lawns for the same time compared with pedestrian machines, some current amenity grass areas have also been brought up to ornamental standard. The benefits of this is particularly apparent in community parks.

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

- 3.1 The replacement programme has been designed to enable staff to operate machines safely for a minimum of 6 – 6.5 hours based on the Vibration at Work Regulations 'action value' of 2.5 m/s<sup>2</sup> A(8) and a limit value of 5.0 m/s<sup>2</sup> A(8) based on total vibration exposure (the levels of the Regulations which were introduced in July 2005)
- 3.2 Work with manufactures and suppliers regarding HAVS issues has been ongoing for some time, procurement procedures have been amended to include actual operational vibration measurements as a key factor for machine selection. In cases where manufactures can not supply this information demonstration machines will be tested in house.
- 3.3 There are still a number of items of machinery that require replacing. The disposal of the old machines for new equipment will improve operational efficiency and therefore a fleet reduction of approximately 21 % for replacement machines can be implemented. The total

number of machines required was estimated to incur a capital cost of £1,082,650 phased over 2 yearly amounts of £500,650 and £582,000 respectively.

#### **4.0. CONSULTATIONS**

4.1 Consultations have been conducted with other local authorities via the Association of Public Service for Excellence. The issues surrounding HAVS have also been discussed with Trade Unions at the Recreation JCC and the Health and Safety Committee.

#### **5.0 COMMUNITY SAFETY**

5.1 That the proposals contained in the report do have implications under Section 17 of the Crime and Disorder Act 1998 and these are as follows;

5.2 Issues surrounding the maintenance and cleanliness of the city and its environs and the maintenance of green space plays an essential part in creating an attractive safe city. Any decline in the appearance of the parks and greenspaces will undoubtedly impact adversely on community safety.

#### **6.0. PROGRAMME**

The replacement programme timetable is as follows:

- Continue with machinery replacements as per the Design and Cost Report 2005/6
- Purchase additional ride on machinery designed for cutting steep bankings on golf courses which will eliminate the need to use pedestrian mowers.
- Replace pedestrian sweepers with mechanical/ride on machines.
- Practical Completion - Principal phase of machines operational April/May 2006

The procurement documentation is in place and the process can be actioned quickly in order to manage the seasonal impact of the programme.

#### **7.0. SCHEME DESIGN ESTIMATE**

7.1 The total cost of the replacement programme is for the purchase of machines, all costs associated with testing and procurement procedures will be met from existing resources.

## 8.0. CAPITAL FUNDING AND CASHFLOW

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)	0.0						
FURN & EQPT (5)	496.4		496.4				
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>496.4</b>	<b>0.0</b>	<b>496.4</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)	0.0						
FURN & EQPT (5)	584.6			584.6			
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>584.6</b>	<b>0.0</b>	<b>0.0</b>	<b>584.6</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	1081.0		496.4	584.6			
Total Funding	1081.0	0.0	496.4	584.6	0.0	0.0	0.0
<b>Balance / Shortfall =</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

Parent scheme number:  
title:

## 9.0. REVENUE EFFECTS

Maintenance of the machines acquired through the replacement programme will be met from existing revenue budgets:

## 10.0. RISK ASSESSMENTS

- 10.1 The procurement measures are in place to ensure that the replacement machines are the best available to meet the selection criteria. The replacement of these machines will ensure that the business objectives of the City Council will be met through the efficient provision of green space maintenance.
- 10.2 There is no indication that the costs or availability of the types of machines identified for replacement will have a significant effect on the programme in the near future.
- 10.3 The demand for the service is ongoing and it is unlikely that significant changes to the need for the service will change in the foreseeable future. Performance standards are detailed in the Service Level Agreement with client departments and applied to Learning and Leisure land management. Operational efficiency of the machines will be tested periodically as set out in the Parks and Countryside HAVS Action Plan to ensure compliance with Health and Safety legislation.
- 10.4 Project delays will result in inflation being added to the project costs.
- 10.5 Failure to comply with the Regulations could lead to legal action under Health and Safety Legislation being taken against Leeds City Council.

## **11.0. COMPLIANCE WITH COUNCIL POLICIES**

- 11.1 The replacement programme complies with Council Policies, Strategies and Initiatives, particularly 'Looking after the Environment' includes issues surrounding the maintenance and cleanliness of the city and its environs. Maintenance of green space plays an essential part in creating an attractive city. 'Good Employment Practice' is a core value in 'Developing our Organisation to Deliver the Corporate Plan' and funding for machinery replacement would demonstrate commitment to high standards of employment practice.

## **12.0. RECOMMENDATIONS**

- 12.1 Executive Board is requested to give authority to spend of £584,600 from the 2006/07 Capital Programme for Replacement of Machinery.



**Design & Cost Report**

Parent Scheme No:

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

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

**REPORT TO** *Executive Board 19 April 2006*

**SUBJECT:** *Yorkshire Forward Leeds Cultural Infrastructure Programme: Phase 2*

**Electoral Wards Affected :**

City and Holbeck

**Specific Implications For :**

- Ethnic Minorities
- Women
- Disabled People
- Narrowing the Gap

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

**EXECUTIVE SUMMARY**

Yorkshire Forward have made a second grant of £2.2m as part of the Leeds Cultural Infrastructure Programme : Phase 2 for developments of the Art Gallery and Central Library, for a Public Arts Strategy and for the next stage of work on The Arena and Town Hall. This report outlines the proposals and seeks authority to spend the grant.

**1.0. BACKGROUND**

Yorkshire Forward agreed to fund £4.77m of capital projects across the city. Phase one was approved in February 2005 and covered Leeds Museum, Grand Theatre, Northern Ballet, Media Screen and initial study into Arena and Concert Hall and Conference facilities.

Phase two has now been approved. This covers the Art Gallery/Library, further work on upgrading the Town Hall, the feasibility study on the Arena and the development of a Public Arts Strategy.

A project justification form was submitted for the Art Gallery/Library project and approved in principle in 2005. In February 2005, £300k LCC funding was injected into the Capital Programme 2005/06 to fund bid preparation along with £500K of Phase 2 Yorkshire Forward grant. As a result, a Living Landmarks bid was submitted to Heritage Lottery fund in January 2006 and a second bid was made to Yorkshire Forward.

ADS has carried out a number of feasibility studies, and this report now seeks authority to spend £2.2 million of the contribution from Yorkshire Forward and the £300,000 funding from the City Council.

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

### **2.1 Art Gallery/Library**

The Yorkshire Forward funding will start much needed work on upgrading the Municipal Buildings, which house the Art Gallery and Library. The work proposed will make a significant difference to the visitor experience and shows that the Council supports this important public service. It will be completely in line with the longer term strategy, avoiding doing any work that would need redoing in the bigger scheme.

The project will restore, as far as financially possible, the stunning tiled hall in the front of the Library, reopen the original arch into the Art Gallery, reuniting the two buildings. This beautiful space will be used as a relaxed meeting space, café with easy seating, books and CD's available and an upgraded shop currently located in the Art Gallery. The lift in the Library will also be replaced.

It is planned to encourage most visitors to the building to use the Art Gallery entrance, as it is most obvious and has dual access, but the other entrance will remain open.

The reinstated arch is to the left as you enter the Art Gallery. Opposite, on the right, a new exhibition space will be installed to replace the old Art Library now relocated in the library half of the building. Air handling and higher level security will be installed to attract higher quality touring exhibitions to visit the city.

There is still much work to be carried out in the Art Gallery before the building befits the collection, but this will be a major step forward. The budget also allows for a three year post of Public Arts Officer, based in Development Department to develop a public arts strategy.

### **2.2 Yorkshire Forward**

Yorkshire Forward have also made funding available to proceed to the stage of work on the Arena and Town Hall. A partner to develop the Arena is currently being sought and a brief has been prepared for investigation work to take place on the Town Hall on what is required to make it an International Concert Hall.

## **3.0. CONSULTATIONS**

There has been significant consultation on both the Art Gallery/Library and the Arena/Town Hall projects. External reference groups are established for both projects and have been working on them with officers for two years.

In terms of the Art Gallery, English Heritage are engaged in advising and assisting on determining the work as all areas involved are listed. They will also be engaged as part of the Town Hall feasibility. The Henry Moore Foundation is part of the Art Gallery external reference group, and are supportive of the work, particularly as it creates much needed sculpture storage.

Reports on the findings of the consultation are available for investigation if required.

## 4.0 COMMUNITY SAFETY

The proposals contained in the report do have implications under Section 17 of the Crime and Disorder Act 1998 and these are as follows: - The exterior of the Art Gallery/Library will be lit to improve public safety and reduce rough sleeping at the side of the gallery.

## 5.0 PROGRAMME

The project strategic programme shall be given in terms of:

### Construction

- Tenders Out – 24.4.06
- Tenders In – 14.6.06
- Start on Site – 7.8.06
- Practical Completion – 27.6.06

The Art Gallery will close between December and February, and it is likely the Library will close for a short period during this time.

## 6.0 SCHEME DESIGN ESTIMATE

1.	Replace the existing passenger lift in the Central Library	146k
2.	Reinstate openings between Art Gallery and Central Library on ground and first floors	29.5k
3.	Restore the Tiled Hall and use it as a shop, café, return and issue space	272k
4.	Strip out the former Art Library and transform into a White Box exhibition space, increasing security and improving our management	260k
5.	Reclad and decorate the entrance hall to the Art Gallery	34k
6.	Removal of existing café and conversion to gallery/learning space	28k
7.	SDA fees for above work	126.7k
8.	Fees for creation and management of Public Art Strategy	200k
9.	Signage	25k
10.	Fit out, other furniture and equipment and Art Gallery associated costs	358.8k
11.	Fees associated with Arena development and Town Hall suitability investigation	700k

12.	Contingency	20k
	TOTAL:	2,200,000k

## 7.0. CAPITAL FUNDING AND CASH FLOW

Previous total Authority to Spend on this scheme	TOTAL £000's	O 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)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
<b>TOTALS</b>	<b>0.0</b>	<b>0.0</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	O 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)	769.5			500.0	269.5		
FURN & EQPT (5)	383.8			200.0	183.8		
DESIGN FEES (6)	426.7			400.0	26.7		
OTHER COSTS (7)	920.0			300.0	350.0	270.0	
<b>TOTALS</b>	<b>2500.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1400.0</b>	<b>830.0</b>	<b>270.0</b>	<b>0.0</b>

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	O 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	300.0			300.0			
Yorkshire Forward	2200.0			1100.0	830.0	270.0	
<b>Total Funding</b>	<b>2500.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1400.0</b>	<b>830.0</b>	<b>270.0</b>	<b>0.0</b>
<b>Balance / Shortfall =</b>	<b>0.0</b>	<b>0.0</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

There will be a loss of shop sales for three months and library charges for one month. As the Library will be closed for such a small period of time, an alternative service is not proposed.

## 9.0. RISK ASSESSMENTS

A full risk analysis has taken place. The main three are:

- that the restoration of the tiled hall is beyond the budget. If this is the case, the specialists will advise on where to restore and where to refurbish.
- The work is not finished by the time the Art Gallery reopens. The timetable is planned around the Art Gallery. The work that causes most damage to the Art will be contained during the closure period. The gallery can be reopened and the two key areas of the tiled hall and new gallery can be sealed, with work carried out on within. It is not planned to programme an exhibition until June.
- The third risk is that MLA Security advisors raise concerns with the project, which threatens the gallery's indemnity insurance. It is proposed to work at an early stage with the MLA over this.

## 10.0. COMPLIANCE WITH COUNCIL POLICIES

All contracts are related to some Council Policies, Strategies of Initiatives and the Council's Corporate Plan. These shall be stated in this paragraph and the information shall be included in detail within the tender documents, as information for the contractors. Examples which would be common to all building and engineering contracts would be health and safety, environmental matters, equal opportunities issues and customer care, but there will be other factors specific to the individual project or contract. All contracts let will conform with Council policies and will be overseen by Procurement.

## 11.0 COUNCIL CONSTITUTION

This report is not exempt

## 12.0. RECOMMENDATIONS

Executive Board is requested to:

1. Approve the Project Brief as presented.
2. Approve the Scheme Design as presented.
3. Approve a fully funded injection of £1.7M to the 2006/07 Capital Programme and give authority to incur expenditure of £2.5m as follows : -

<i>(to the nearest £'000s)</i>	On Land	£'000s
	On Construction	769.5
	On Furniture & equipment	383.8
	On Internal Fees	426.7
	On Other Costs	920
	<b>TOTAL</b>	<b>2500</b>

4. Approve the funding plan as presented.



**REPORT OF DIRECTOR OF DEVELOPMENT**

**REPORT TO EXECUTIVE BOARD**

**DATE : 19 April 2006**

**SUBJECT : LEEDS INNER RING ROAD STAGE 7- DESIGN AND COST REPORT**

**Electoral Wards Affected :**

City & Hunslet

**Specific Implications For :**

- Ethnic Minorities
- Women
- Disabled People
- Narrowing the Gap

**Executive Board Decision**

**Eligible for Call In**

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

**EXECUTIVE SUMMARY**

This report provides an update on the position with the Leeds Inner Ring Stage 7 (LIRR7) and seeks authority to progress with the construction of the scheme. Following the award of a two phase Early Contractor Involvement (ECI) contract to Alfred McAlpine Capital Projects Ltd in March 2005, Phase 1 of the contract is now concluded, with the design of the project complete and an agreed Target Price for the Works. Authorisation of the Executive Board is sought to invoke Phase 2 of the contract, the construction stage, in order that construction may commence in late April/May 2006 and be completed by late 2008.

**1.0 PURPOSE OF REPORT**

1.1 The proposals for Leeds Inner Ring Road Stage 7 (LIRR7) have been subject to a Public Inquiry and have previously been reported to and approved by the Executive Board. Consultation on the scope and layout of the scheme has been undertaken at a local level through the Area Committee and the design and development of the project has been overseen by a Corporate Project Board. The layout and scope of the scheme is in accordance with the current planning consent. This report is concerned with the delivery mechanism for the scheme and the purpose of the report is to:

- i) Advise the Executive Board of the current position with LIRR7;
- ii) Seek authority to implement Phase 2 of the ECI contract to complete the construction of the project;
- iii) To note the risks associated with works outside of the main contract and the necessary financial arrangements.

## **2.0 BACKGROUND**

- 2.1 LIRR7 is the remaining uncompleted section of the City's Inner Ring Road. Together with East Leeds Link Road, LIRR7 forms the final element of the City's planned strategic road network and its completion is therefore fundamental to the City's long term transport strategy. In December 2003 the Government confirmed funding support of £50.538 million for the scheme and following further development work on the project the Executive Board on 17 November 2004 authorised procurement of the scheme through a two phase Early Contractor Involvement (ECI) contract. On 25 March 2005 the ECI contract was awarded to Alfred McAlpine Capital Projects Ltd.
- 2.2 Phase 1 of the ECI contract engaged the Contractor to provide professional services during the design stage of the scheme. Phase 2 of the contract is the construction stage. During Phase 1 the Contractor has worked alongside the design team to provide input into the design and development of the project. This has enabled the Council to minimise risk and optimise buildability, programming and opportunities for value engineering. The Council has retained overall control of the design to ensure the required quality is maintained and that the long term maintenance liabilities are fully considered. Through joint working during Phase 1 the Contractor has been able to develop a Target Cost and programme for the construction of the scheme based on a clear understanding of the Council's requirements and the risks associated with the project.
- 2.3 The contract includes an obligation on the Contractor to enter into Phase 2 for the construction of the scheme at an agreed Target Price once the Council has confirmed it is satisfied to invoke Phase 2 and proceed with the construction. The Council has no obligation to enter into Phase 2 of the contract if it does not consider it appropriate to do so and may terminate the contract at the end of Phase 1 with no liability for any direct or indirect costs incurred by the Contractor other than those reasonably incurred during Phase 1 under the terms and conditions of the contract.
- 2.4 Phase 1 of the contract is now concluded with the design of the scheme complete and an agreed Target Price. The project has been progressing under the overall direction of a Corporate Project Board chaired by the Director of Development. A detailed report has been considered by the Project Board on the conclusion of Phase 1 and the proposals for implementing Phase 2, particularly the financial provision necessary to complete the scheme and the associated risks. The Project Board has confirmed that a recommendation should be made to the Executive Board seeking authorisation to proceed to Phase 2 of the contract to implement the construction works in accordance with the arrangements outlined in this report.

## **3.0 PROPOSALS**

- 3.1 The two phase ECI contract has allowed the Contractor and Design Team to work closely together to develop optimum value for money proposals with realistic cost and time targets, thereby providing greater predictability and less scope for dispute. Whilst the overall quality of the project is controlled by the Council through retaining responsibility for the design, the Target Cost and Bonus mechanisms within the contract incentivise the Contractor to work efficiently at all stages of the project. Associated with the Target Cost for the Works are the potential bonuses for the Contractor, these being:
- i) Design Bonus

- ii) Construction Bonus
- iii) Final Bonus

- 3.2 The Contractor is entitled to a **Design Bonus** if the Target Cost at the end of Phase 1 is less than the original Scheme Budget Cost as estimated by the Council at the time of the contract award. The Design Bonus is an incentive to the Contractor to ensure that the joint team has produced a design that represents value for money and that the Target Cost is a competitive figure.
- 3.3 A **Construction Bonus** is available to the Contractor if at the end of Phase 2 the Actual Cost of the Works is less than the Target Cost. The Construction Bonus is an incentive to the Contractor to ensure that the Works are constructed efficiently and also acts as a restraint to artificially reducing the Target Cost to provide a bigger Design Bonus. The Actual Cost at the end of Phase 2 includes the actual costs for construction plus the Contractor's Phase 1 Fees, Design Bonus and Phase 2 Fees. The Contractor's Fee for Phase 2 is 2.1% of the construction costs. In addition to this relatively low level of fee, the Contractor has offered not to apply any fee to 'Compensation Event' costs (additional costs incurred by variations to the Works) that may occur during the contract which demonstrates the Contractor's commitment to not profit from variations that may arise during the contract.
- 3.4 A **Final Bonus** is available to the Contractor if the overall cost to the Council of all costs for the scheme including the Contractor's Actual Cost is less than the original Overall Scheme Budget of £50.538 million. The Final Bonus mechanism is an incentive to the Contractor to assist the Council in managing and controlling the overall costs of the scheme including those costs incurred by the Council for certain retained liabilities and risks that do not form part of the Contractor's Target Price. In the event of the Contractor achieving a Final Bonus it will be capped at a maximum of 1.9% of the initial Overall Scheme Budget to ensure that the Contractor does not make excessive financial gain if the initial Overall Scheme Budget eventually proved to be significantly higher than it should have been.
- 3.5 The bonus mechanism is devised to ensure that all bonuses are self financing and generated from genuine savings in construction costs.
- 3.6 As part of an alternative financial proposal the Contractor has offered the Council enhanced financial predictability beyond that provided by the basic Financial Pain/Gain Share Mechanism of the contract. In accepting this offer the Council limits its exposure to additional costs to 50% of any cost overrun on the Target Cost up to a 5% overspend, and beyond a 5% overspend the Council will bear none of the additional costs.
- 3.7 Agreement has now been reached with the Contractor on a Target Price to complete Phase 2. Details of the Target Cost and other costs are included in Appendix 1. The agreed Target Price, and combination of payment and bonus mechanisms offers the optimum position to the Council in terms of achieving value for money, reducing risks, controlling costs and providing predictability of cost and time.

#### 4.0 FINANCE

- 4.1 The original estimated total cost of LIRR7 was £50.538 million and the Government has confirmed funding support of this sum through 50% Transport Supplementary Grant and 50% supported borrowing (Support Capital Expenditure (Revenue)). The Government's financial support for the scheme is capped at this upper limit of £50.538 million and any cost increases above this figure must be borne by the Council.



4.2 Since the original estimate of the total scheme cost was produced there have been a number of variations in the estimated cost of certain elements of the project. Although the latest estimated cost of the main construction works is maintained at a level close to the original and the latest estimate of fees is substantially reduced, the estimated cost of works for third parties i.e. Statutory Undertakers, Network Rail and the Highways Agency has substantially increased, and the estimated cost of potential land compensation claims is also substantially higher. The latest estimates for, certain elements of the project, where the council will retain the risk of increases in costs, indicate that these costs may increase above the level of support provided by the government. As each element of these works is subject to separate contractual arrangements, cost certainty has not yet been established. However, the following table indicates the potential increased costs for these elements:

	Original Budget Provision £000	Latest Budget Estimate £000
Contractors Costs	37,636	37,881
Third Party Costs	2,072	4,397
Miscellaneous Works Costs	292	846
Land/Compensation etc	762	1,472
Fees	5,000	4,577
Contingency	4,776	2,387
Total	50,538	51,560

A breakdown of the estimated costs is provided in Appendix 2.

4.3 The potential increased costs will only fall due from 2008/09. It is proposed therefore, that Executive Board approve that this additional budget provision £1.022m is recognised as a priority for future capital funding to be included in the next capital programme and to delegate to the Director of Corporate Services responsibility for granting the associated authority to spend (up to the additional £1.022m).

4.4 The approved Capital Programme, Scheme 1227, includes £50.538m for LIRR7 with authority to spend up to £4.402m. Approval is sought for authority to spend a further £46.136m (up to the total approved scheme costs of £50.538m).

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)	325.0	0.0	80.0	200.0	45.0		
CONSTRUCTION (3)	1,377.0	0.0	1,377.0				
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	1,730.0	231.1	1,498.9				
OTHER COSTS (7)	970.0	0.0	970.0				
TOTALS	4,402.0	231.1	3,925.9	200.0	45.0	0.0	0.0

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)	1,147.0				292.0	855.0	
CONSTRUCTION (3)	42,142.0			25,066.0	15,639.0	1,437.0	
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	2,847.0			1,217.0	1,200.0	430.0	
OTHER COSTS (7)	0.0						
TOTALS	46,136.0	0.0	0.0	26,283.0	17,131.0	2,722.0	0.0

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
Transport Supplementary Grant	25,269.0	231.1	3,925.9	11,267.0	8,588.0	1,257.0	
Supported Capital Expenditure (R)	25,269.0			15,216.0	8,588.0	1,465.0	
Total Funding	50,538.0	231.1	3,925.9	26,483.0	17,176.0	2,722.0	0.0
<b>Balance / Shortfall =</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

## 5.0 RISK MANAGEMENT

5.1 Following a procurement risk workshop a recommendation was approved by the Executive Board to procure LIRR7 through an ECI form of contract. It was concluded that ECI offered the best option for procurement of this scheme for the following reasons:

- Minimises the risks that may lead to problems of time and cost control.
- Improves the predictability of delivering the project to time and within budget.
- Increases the potential for innovation and the benefits that brings.
- Reduces the scope for disputes and adversarial positions to develop between the Council and its Contractor.
- Brings additional scarce technical skills to the scheme at an early stage.
- Offers the best basis for undertaking effective risk management as a collective team.

To date the ECI contract has been successful in all of the above categories. Crucially the Contractor and Design Team have worked collaboratively to not only identify and evaluate risks more rigorously than would normally be the case with traditionally procured projects but also there has been a combined effort to ensure that risks to the project are managed in the most efficient way to benefit both parties.

5.2 As is the normal principle of effective risk management the risk has been allocated within the contract to the party best able to manage it. In general this means that the risks associated with activities over which the Contractor has direct control and is therefore best placed to manage the risk is allocated to the Contractor, and the risk associated with activities over which the Contractor has little or no control and is better managed by the Council have been retained by the Council. The risks and liabilities retained by the Council relate to the following:

- i) Design of the scheme
- ii) Statutory Undertakers' Diversionary Works
- iii) Requirements of the Highways Agency
- iv) Requirements of Network Rail
- v) Land Acquisition, Compensation, Noise Insulation, Property Surveys, Accommodation Works
- vi) Ancillary Works commissioned directly by the Council

5.3 Part 3 of this report outlined the proposed Target Price and Bonus mechanism for the contract which also provides incentives for both parties to ensure efficient risk management. Although the Council shares some risk of additional costs being incurred as a result of the Contractor's performance against programme and Target

Cost, the contract's financial mechanism incentivises the Contractor to work efficiently at all stages and assist the Council to control the overall project costs.

- 5.4 As the diversionary works undertaken by the Statutory Undertakers are commissioned directly by the Council through the provisions of the New Roads and Street Works Act the risks associated with the Statutory Undertakers performance are normally fully retained by the Council. Within this project the Contractor is confident that he will be able to manage the consequences on the programme of the Statutory Undertakers performance. The Contractor has therefore offered to carry the consequential costs associated with any delay to the programme resulting from the Statutory Undertakers performance. In addition the Contractor has also offered to manage the risk to the programme resulting from the performance of Network Rail in respect of the work required over the Leeds-Derby Railway line. The cost of transferring this risk to the Contractor is £200,000 but since the contingency provision that would need to be made to cover this risk would be over £300,000 with some risk of this still overspending this transfer of risk clearly represents an attractive option for the Council.
- 5.5 Details of the evaluation of risks carried by the Council are included in Appendix 3. The level of contingency that has been proposed represents the considered view of the Design Team/Contractor, supported by the Project Board, of the reasonable level of contingency that should be provided for the scheme and that would give a good degree of confidence of delivering the scheme within the available budget.

## **6.0 PROGRAMME**

- 6.1 Phase 2 of the ECI contract, the construction stage, is programmed to commence in late April 2006 and to be completed by the end of 2008.
- 6.2 The programme and financial viability of the scheme is at risk if the recommendations of this report are not implemented as a number of key activities are directly linked to this start date. Government funding is subject to the Council maintaining reasonable progress with the scheme.
- 6.3 Each month's delay to the project increases the cost of the scheme by approximately £250,000.

## **7.0 CLOSING THE GAP**

- 7.1 LIRR7 completes the final element of the City's Inner Ring Road and links the Inner Ring Road to the M621 motorway thereby providing a more appropriate route for much of the traffic which currently congests other roads in the City Centre, Holbeck, Hunslet and surrounding environs. In addition to bringing much overdue relief and environmental improvements to these areas and communities, completion of the scheme will provide scope for further improvements to public transport in the south of the City. The scheme is a vital link in the City's infrastructure and will benefit all by reducing congestion and by providing an improved infrastructure to support the economy of the City.

## **8.0 RECOMMENDATIONS**

8.1 The Executive Board is recommended to:

- i) Note the contents of this report and the current position of the Leeds Inner Ring Road Stage 7 project;
- ii) Authorise invoking Phase 2 of the current Early Contractor Involvement Contract with Alfred McAlpine Capital Projects Ltd to complete the construction of Leeds Inner Ring Road Stage 7 and to incur further expenditure of £46.136m.
- iii) To note the risks associated on works outside of the main contract and to approve the financial arrangements outlined in section 4 of this report.

## **9.0 BACKGROUND PAPERS**

- Report to the Executive Board 21 September 2005
- Report to the Executive Board 17 November 2004
- Report to the Director of Development and Director of Corporate Services 21 June 2004

## ECI CONTRACT TARGET PRICE AND BONUS MECHANISM

### 1. Contract Bonus Mechanism

Under the terms of the contract the Contractor is entitled to the following bonuses:

**Design Bonus** – 25% of the difference between the agreed Target Cost at the end of Phase 1 and the original estimated Scheme Budget Cost.

**Construction Bonus** – a maximum bonus of 20% of the difference between the Actual Cost at the end of Phase 2 and the Target Cost, assuming the Actual Cost is no more than 10% below the Target Cost.

**Final Bonus** – 25% of the saving between the Actual Cost at the completion of the scheme and the original estimated Scheme Budget. The Final Bonus is capped at a maximum of 1.9% of the initial Scheme Budget.

### 2. Contract Target Cost

The Contractor's agreed Target Cost at the end of Phase 1 is £37.881 million. The Target Cost includes payments to the Contractor for Works, fees for Phase 1 and 2, and the Design bonus. The Target Cost comprises:

Works Cost	35,550,966
Phase 1 Fee	500
Design Bonus Plus £200k for SUs and Network Rail Risk Transfer	1,083,794
Phase 2 Fee	746,570

The Contractor's submitted bid for Phase 2 fees is 2.1% of the works cost and includes no provision for Phase 2 fees to be charged in respect of costs arising from Compensation Events.

### 3. Contract Target Cost Performance Pain/Gain Share Mechanism

The contract does not remove the Council's liability for contributing to the cost of overspends on the construction but it does make provision for pain/gain share mechanism whereby both parties contribute/gain by varying amounts if there an overspend/underspend on the Target Cost. The conforming tender pain/gain share mechanism is shown below:

Actual Costs as % of Target Cost	Contractor's Share	LCC's Share
<90%	15% of saving	85% of saving
90% - 100%	20% of saving	80% of saving
100% - 105%	50% of overspend	50% of overspend
105% - 120%	35% of overspend	65% of overspend
>120%	25% of overspend	75% of overspend

As part of an alternative bid from the Contractor which the Council has accepted the Contractor has offered a pain/gain share mechanism which provides an additional

safeguard against a high level of overspend by the Council. The alternative pain/gain share mechanism that has been accepted is shown below:

<b>Actual Costs as % of Target Cost</b>	<b>Contractor's Share</b>	<b>LCC's Share</b>
<90%	5% of saving	95% of saving
90% - 100%	20% of saving	80% of saving
100% - 105%	50%of overspend	50% of overspend
105% - 120%	100% of overspend	0% of overspend
>120%	100% of overspend	0% of overspend

## Summary of Costs

	<b>Cost £000</b>
<b><u>Contractors Costs</u></b>	
Estimated Cost of Works	35551
Phase 1 Fee	500
Design Bonus	884
Payment for Transfer of Risk for SUs and Network Rail	200
Phase 2 Fee	746
<b>Total Target Price</b>	<b>37881</b>
<b><u>Other LCC Costs</u></b>	
Statutory Undertakers	3644
Network Rail	515
Highways Agency	238
<b>Total Third Party Costs</b>	<b>4397</b>
Traffic Signals	390
Archaeological Works	50
M621 Gantries	337
Viaduct Gantry	69
<b>Total Miscellaneous Works</b>	<b>846</b>
Land	437
Accommodation Works	55
Part 1 Compensation	703
Noise Insulation	175
Property Surveys	102
<b>Total Land/Property Costs</b>	<b>1472</b>
Design Fees	1932
Site Supervision Fees	2595
CDM Fees	50
<b>Total Fees</b>	<b>4577</b>
Additional Works Contingency	1427
Target Cost Overspend Contingency	237
Site Establishment Programme Overrun Contingency	723
<b>Total Contingency</b>	<b>2387</b>
<b>Total Cost</b>	<b>51560</b>

Note: Includes additional £1.022m latest estimate position for works outside the main contract.

Evaluation of Key LCC Risks for Provision of Additional Contingency

Risk	Current Estimate	Proposed Budget Provision with Contingency plus Inflation @ 5% per annum	Comment
Statutory Undertakers' Diversions Cost	3,077,444	3,643,609	Specialist consultant employed by Contractor to evaluate risk on costs suggested contingency of 3.8% on estimate. However, still further investigation required on extent of SUs work so contingency set at 10% which is at the upper end of the range of likely overspend until more certainty is obtained on extent of SU work.
Additional Construction Work Required Due to Unforeseen Site Problems	1,325,847	1,426,942	Cost of additional work required due to unforeseens considered to be in range of 2%-5% of Target Cost. Contingency set at mid point 3.5% reflecting degree of confidence in the jointly developed proposals for design/construction.
Contractor Overspend on Target Cost		236,758	LCC exposure to extra costs due to Contractor overspend is limited by contract mechanism and maximum exposure is 50% of 5% overspend ie £947k. However there is a high degree of confidence that the Contractor would not exceed that Target Price by more than 2.5% due to the early involvement of the Contractor in the scheme and the bonus incentives. The Contingency is therefore set at 1.25%.



Cost of Extension to Programme Caused by Third Party Activities	A McA – 200,000 LCC – 80,000	A McA – 226,013 LCC – 90,405	Risk of delay by SUs and Network Rail transferred to Contractor so remaining risk of delay by HA is considered unlikely to exceed 4 weeks. Contingency set at 4 weeks of continued site establishment cost for both parties with LCC liable for costs of <u>both</u> parties.
Cost of Extension to Programme Caused by Undertaking Additional Unforeseen work	A McA – 200,000 LCC – 80,000	A McA – 226,013 LCC – 90,405	Assessed as being unlikely to exceed 4 weeks of continued site establishment costs for <u>both</u> parties.
Cost of Extension of Programme Due to Overrun by Contractor	LCC – 80,000	LCC – 90,405	LCC carries risk of additional site establishment costs if Contractor overruns programme. It is considered unlikely that the Contractor would overrun by more than 4 weeks. LCC liability for LCC costs only.



**NOT FOR PUBLICATION**

Appendix C is Exempt/Confidential Under Access to  
Information Procedure Rules 10.4 (3)

**REPORT OF THE DIRECTOR OF DEVELOPMENT**

**MEETING: EXECUTIVE BOARD**

**DATE : 19 APRIL 2006**

**SUBJECT : EASTGATE/HAREWOOD QUARTERS – AGREEMENTS AND PROPOSAL FOR COMPULSORY PURCHASE**

<b>Electoral Wards Affected :</b>	<b>Specific Implications For :</b>		
City & Hunslet	Ethnic Minorities	<input type="checkbox"/>	
	Women	<input type="checkbox"/>	
	Disabled People	<input type="checkbox"/>	
	Narrowing the Gap	<input type="checkbox"/>	
<b>Executive Function</b> <input 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"/>	

**SUMMARY**

Hammersons Plc and Town Centre Securities Plc (TCS) have formed the Leeds Partnership (LP) to facilitate the development of the Eastgate and Harewood Quarters, Leeds. At its meeting on 9 July 2003 the Executive Board approved the Council entering into a Co-operation Agreement with Hammersons to enable them, in partnership with TCS, to bring forward design proposals for the area and to agree Heads of Terms for a Development Agreement and detailed terms for an Indemnity Agreement with the Council.

TCS entered into a Development Agreement with the Council in respect of the Union Street Car Park site on 15 November 2001 which obliged them to satisfy various conditions within 2 years.

As a result of the LP proposals for the area the Director of Development on 3 December 2003 approved extending the timescale in this agreement to tie in with the Hammerson Co-operation Agreement. The Co-operation Agreement and extended Development Agreement run for 2 years from 20 January 2004.

The terms and conditions for a Development Agreement and Indemnity Agreement with the LP have been provisionally agreed as has the LCC/TCS/West Yorkshire Police Authority (WYPA) Co-operation Agreement and this report seeks approval to these in order to ensure that this development proceeds. The report further recommends that the Council should use its compulsory purchase powers to guarantee the site assembly and development programme.

## **EXEMPTION**

The public interest in maintaining the exemption in relation to Appendix C in this report outweighs the public interest in disclosing the information by reason of the fact that it contains information and financial details which if disclosed would be adversely affect the businesses of the prospective developers.

## **1.0 PURPOSE**

- 1.1 To approve the terms provisionally agreed for the Development and Indemnity Agreements with the Leeds Partnership which will be underwritten by Hammersons Plc and Town Centre Securities Plc and the terms for a tri-partite Co-operation Agreement with Town Centre Securities and the West Yorkshire Police Authority.
- 1.2 To seek authority to make a Compulsory Purchase Order (CPO) to facilitate the assembly of the site at Eastgate/Harewood Quarter by the acquisition of land and new rights as shown on Plan 1 attached at Appendix A.

## **2.0 BACKGROUND**

- 2.1 On 9 July 2003 Executive Board approved the principle of the Council entering into a tripartite Co-operation Agreement or Agreements with Hammerson Plc and Town Centre Securities (TCS), relating to bringing forward development proposals for the 8.5 hectare Eastgate and Harewood Quarter.
- 2.2 TCS had an extant Development Agreement with the Council in respect of the 0.8 hectare Union Street Car Park site which on 3 December 2003 the Director of Development approved to extend to tie in with the Co-operation Agreement with Hammerson plc.
- 2.3 Subsequently Hammersons and TCS formed the Leeds Partnership (LP), an entity which will come into being in two years time, prior to development commencing.
- 2.4 The Co-operation Agreement allows the LP 2 years to progress development proposals in consultation with the Council for the Eastgate and Harewood Quarter and to agree Heads of Terms for a Development Agreement and terms for an Indemnity Agreement.
- 2.5 WYPA own and occupy Millgarth Police Station which is in a prominent position within the development area but not within the proposed CPO boundary as this is intended to form a further phase of development once relocation issues have been resolved with WYPA.
- 2.6 WYPA have expressed interest in relocating and making Millgarth available for development. Consequently a Co-operation Agreement between WYPA, TCS and LCC has been provisionally agreed which, if approved, will enable all parties time to

discuss terms for the acquisition of the property and a relocation package.

### **3.0 PRESENT POSITION**

- 3.1 At its meeting on 21 October 2005 the Executive Board approved and adopted the Supplementary Planning Document (SPD) for the Eastgate and Harewood Quarter which now forms part of the City Council's Local Development Scheme providing planning guidance for this part of the city. This includes provision for improved office, leisure, residential and retail space. It is anticipated that the LP will submit a planning application this Spring for a development which complies with the SPD.
- 3.2 Over the past 12 months the LP have approached third party landowners and occupiers, entered into negotiations for the acquisition of their property interests and, where appropriate and required, sought to relocate them in suitable alternative premises or sites.
- 3.3 A full referencing exercise to establish the exact number of property interests to be included in any CPO has recently been commissioned.
- 3.4 Terms and conditions in relation to Heads of Terms for a Development Agreement and detailed terms in respect of an Indemnity Agreement and WYPA Co-operation Agreement have been provisionally agreed between the Council, LP, TCS and WYPA.

### **4.0 PROPOSAL**

- 4.1 That the Heads of Terms for the Development Agreement and the detailed terms for the indemnity Agreement and WYPA Co-operation Agreement be approved. In respect to the Heads of Terms for the Development and Indemnity Agreements, these 2 documents contain confidential information and consequently are in the exempt/confidential information at Appendix C and those for the WYPA Co-operation Agreement are at Appendix B.
- 4.2 That the Co-operation Agreement with the LP and extended Development Agreement be extended for a period of up to 6 months to allow for detailed terms and conditions for the new Development Agreement to be documented.
- 4.3 Brief details of the three legal documents are as follows:-
- (a) A Development Agreement – setting out the Council's agreement to promote a CPO, acquire all interests and new rights in the site and grant a long lease to LP (the developers) followed by LP's right to acquire the freehold interest once the approved development is completed to the Council's satisfaction.
  - (b) A CPO Indemnity Agreement – which documents LP's obligation to fund all fees and costs incurred by the City Council and its advisers in promoting a Compulsory Purchase Order. These costs to be funded whether the CPO proceeds or not.
  - (c) WYPA Co-operation Agreement detailing the desire for the LP to acquire WYPA's Millgarth site, and for LP, WYPA and LCC to endeavour to find the police a suitable alternative site.
- 4.4 If the Council is minded to use compulsory powers it is suggested that S226(1)(a) of

the Town & Country Planning Act 1990 as amended by S99 of the Planning and Compulsory Purchase Act 2004 is the most appropriate in the circumstances.

The Section states “A local authority to whom this section applies shall, on being authorised to do so by the Secretary of State, have power to acquire compulsorily any land in their area if the authority think that the acquisition will facilitate the carrying out of development, redevelopment or improvement on or in relation to the land”.

- 4.5 However S226(1)(a) further states that a local authority must not exercise the above power unless they think that the development, redevelopment or improvement is likely to contribute to the achievement of one or more of the following objects namely; a) the promotion or improvement of the economic well-being of their area; b) the promotion or improvement of the social well-being of their area; c) the promotion or improvement of the environmental well-being of their area.
- 4.6 In determining whether to exercise this power, members will need to consider and conclude that the land acquisition can reasonably be expected to contribute to the achievement of the promotion or improvement of the economic, social or economic well-being of the area. It is considered that development in accordance with the SPD will meet this requirement.

The CPO boundary plan at appendix A indicates the extent of the order land and new rights required for the redevelopment. There is land contained within this area at the bus station that is required to carry out the proposed diversion of the Ladybeck culvert and to allow minor traffic flow alterations required as part of the overall highways proposal. Apart from a small area of land which may become public highway it is not intended, at present, that this land will be acquired by the partnership it is purely to safeguard access to sections of land that have a significant impact on the overall development.

- 4.7 It is clear that although LP have made, and will continue to make, efforts to acquire all of the property interests they will not be able to acquire all of the required property interests without resorting to compulsory acquisition. Without a Compulsory Purchase Order LP could continue to attempt to acquire outstanding interests by agreement but it is unlikely that they would be successful in assembling the whole of the required site and thus could not implement their development proposals.
- 4.8 Before embarking on a CPO the City Council will need to be assured that all costs which may arise will be met by LP in relation to the process itself, the cost of acquiring the interests concerned, and the cost of any additional compensation. Also, the Council will need to be assured that the reason for making the CPO will be fulfilled, namely that the LP development will be undertaken, these matters will need to be secured by the completion of the Development and Indemnity Agreements.

Development as envisaged by the SPD would transform the physical and retail environment in this part of the city centre by expanding the existing city centre area and will reinforce Leeds as a focus for retailing in the region. It would satisfy a need for improved office, leisure, residential and retailing space in an expanded Leeds City Centre and allow the size and configuration of units on the Order Land to be tailored to the needs of modern retailers while creating attractive pedestrian routes and public spaces through the Order Land to provide linkages to the rest of the city centre.

- 4.9 It would be consistent with central government and local planning policies aimed at encouraging new retail, office, residential and leisure development in town and city centre locations and improving the built environment.
- 4.10 The effect of such development not proceeding would be likely to involve continued deterioration of this part of the city which is already considered to be sub-standard. Continued delay or uncertainty about the implementation of the development would be likely to have adverse effects on the local economy, which has been expecting delivery of this scheme for two years, resulting in a possible loss of confidence in Leeds City Centre.
- 4.11 The circumstances described above provide a strong case for the use of the Council's statutory powers to acquire the relevant property interests in the development site and ultimately facilitate a scheme which complies with the SPD.

## **5.0 RESOURCE IMPLICATIONS**

- 5.1 A capital receipt will be generated through the disposal of LCC land at Union Street and miscellaneous areas of land across the Templar Street site. These will contribute to the Council's Capital programme and are detailed in confidential Appendix C.
- 5.2 Any legal and surveyors costs of the Council associated with the making of a CPO will be met by the developers under the terms of the Indemnity Agreement.
- 5.3 The Council is satisfied that the LP has available sufficient resources to both acquire land and carry out the envisaged development.

## **6.0 CORPORATE PRIORITIES**

- 6.1 The proposed regeneration of this land will contribute to the key aims and objectives of the Council's Corporate Plan as referred below.
- 6.2 The project supports the Corporate Plan priority of competing in the global economy through leveraging in some £700 million of private sector investment in the city and leading to the major regeneration of this previously under-utilised part of the City Centre.
- 6.3 The project helps to achieve the Council's Mission of bringing the benefits of a prosperous, vibrant and attractive city to all the people of Leeds. It will create a safe area of the City Centre helping to reduce crime and the fear of crime in what is currently a rundown area within the City Centre; attain a major private sector investment in Leeds; and provide employment, estimated at 8,000 new jobs, helping to ensure that average city-wide unemployment rates remain below or equal to the national annual average. Sale of the Council land for development also supports the objective of generating capital receipts to provide funding for the Capital Programme to enable further investment in the City.

- 6.4 **Closing the gap** – the proposals will include the creation of physical linkages from the city centre through to Harehills, Richmond Hill and Osmondthorpe and will also incorporate links to ensure that the 8,000 new job opportunities are accessible to people from the surrounding disadvantaged communities. One of the main potential occupiers of the scheme, John Lewis, has already stated a willingness to work with the Council to connect local people to jobs available through specific training schemes.
- 6.5 Leeds has long been considered the regional capital of Yorkshire and Humberside. However from the launch of the city's public private partnership the Leeds Initiative in 1990, Leeds has aimed to be seen as a major European city. The redevelopment of buildings and remodelling of the city centre streets and the urban 'gateways' have therefore helped to change the image of the city.
- 6.6 However despite its success, the City Council and its partners have been determined that the Leeds economy should become a city with international recognition. Tom Riordan, Yorkshire Forward's Chief Executive (and a key partner of the City Council) has stated "Leeds is already a Premiership city and compares well with its UK counterparts. We want to take it into the Champions League of cities". The delivery of this scheme will take the city on a further step down that road.

## **7.0 EQUALITY**

- 7.1 The development will enable greater physical and employment linkages to be made with the communities surrounding the city centre and therefore contribute to closing the gap.
- 7.2 An Access Advisor is to be appointed to ensure that all aspects of the scheme comply with the Disability Discrimination Act.
- 7.3 The regeneration proposal will create substantial new job and training opportunities and LP are keen to interface with the Council to ensure that maximum benefit is derived by Leeds residents.
- 7.4 The LP is willing, where reasonable and practical, to give every assistance to those persons and businesses displaced as a result of land acquisition. Such relocations may be within or outside the development scheme.

## **8.0 CONSULTATION**

- 8.1 As the technical, legal and structural issues have been progressed a significant consultation exercise has commenced including:
- A public exhibition in the Civic Hall Ante Chamber, the Development Department Enquiry Centre in Leonardo Building and a shop unit within the Merrion Centre.
  - Specific Briefings including Access Advisory Group, Commission for Architecture and the Built Environment (CABE), Leeds Architectural Design Initiatives (LADI), City Centre Management Board, Pentecostal Church, site based residents and businesses, Leeds City Council Councillors, Hilary Benn MP, Leeds Civic Trust, Yorkshire Forward, Leeds Initiative –Leeds Property Forum, English Churches Housing Group.

- A Public Survey seeking initial reactions to the general principles and development features received 161 responses.
- Local Community Groups including the Chinese Community.

The consultation process continued prior to the adoption of the Supplementary Planning Document.

- 8.2 Detailed consultation with statutory bodies, residents, the public and owner/occupiers as part of the developers pre-planning consultation.

## **9.0 RISK ASSESSMENT**

- 9.1 The risk of not promoting a CPO is that the land required to facilitate the scheme will not be assembled and the development will not progress, as it is highly unlikely that LP will be able to bring all of the required property interests into their ownership via negotiation and agreement.

If the Heads of Terms are not approved it has the potential to knock the overall programme back, and due to the competitive nature of such development schemes, any slippage resulting in prolongation of the overall development programme could result in key tenants withdrawing their interest. In respect to not approving the completion of the cooperation agreement, this has already been signed by both TCS and WYPA, and has the potential again to prolonging the overall development programme.

- 9.2 The individual members of the LP will underwrite all of the costs and fees in promoting a CPO it is they, and not the Council, who will take the financial risk whether or not confirmed.

## **10.0 HUMAN RIGHTS**

- 10.1 Regards must be had to the Human Rights Act 1998 including Article 8 (respect for private and family life and home) and Article 1 of the First Protocol (right to peaceful enjoyment of possessions) No one should be deprived of their possessions except in the public interest and subject to national laws. A decision must strike a fair balance between the public interest in the development of a modern retail scheme and regeneration of the Town Centre if the permission is implemented and the interference with private rights which will arise if the Order is made and confirmed.

Both Convention Rights are qualified and interferences can be justified if they are proportionate. An interference with Article 8 is normally proportionate if the Acquiring Authority can show that the objective of the interference is sufficiently important to justify limiting the right: the measures designed to meet the objective are rationally connected with it; the means used to impair the right is no more than is necessary to accomplish that objective; and the interference does not have an excessive or disproportionate effect on the affected individual. Interference with Article 1 of the First Protocol will generally be justified where there is a compelling case in the public interest.

Compensation would be payable to those persons whose rights are interfered with and the provisions of the Act and Compulsory Purchase procedures are considered to be compatible with the Human Rights Act.



## **11.0 OPTIONS**

11.1 Given the Leeds Partnership's proposed development is in accordance with the SPD and they have made efforts to assemble the site by negotiated agreement the Council is left with the following options:

- (i) To approve the terms for the Development and Indemnity Agreements and authorise the Director of Legal and Democratic Services to complete these, and promote a CPO which once confirmed will ensure that the land for the development is assembled.

Also to approve terms for the WYPA Co-operation Agreement and to authorise the Director of Legal and Democratic Services to complete this document.

- (ii) Not to approve the terms of the Agreements or authorise negotiations with WYPA and to leave the LP to try and negotiate by agreement for the required property interests.
- (iii) Do nothing. The development would not take place. Leeds could not compete within the retail sector with the core cities and would fail to meet its corporate objectives of narrowing the gap and going up a league.

It is considered that option (i) will provide the assurance that that the required property interests will be assembled and it will provide the requisite land for the proposed development for the expansion of the city centre.

## **12.0 BEST CONSIDERATION**

12.1 The Head of Property Services confirms that in his opinion, the terms offered to the Council within the Heads of Terms for the Development Agreement represent the best consideration that can reasonably be obtained under Section 123 of the Local Government Act 1972.

## **13.0 RECOMMENDATIONS**

13.1 That the Executive Board approves the Heads of Terms for the Development Agreement, the Indemnity Agreement and WYPA Co-operation Agreement and authorises the Director of Legal and Democratic Services to complete these documents.

13.2 That the Executive Board approves the extension of the existing Co-operation Agreement with Hammersons and extended Development Agreement with TCS for a period of up to 6 months from the date of this Executive Board.

13.3 That the Executive Board resolves that subject to the prior completion of appropriate indemnity and development agreements, the Council makes a Compulsory Purchase Order under the provisions of Section 226 (1) (a) of the Town & Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 and Section 13 of the Local Government (Miscellaneous Provisions) Act 1976. This will provide for the acquisition of land and new rights within the areas shown in appendix A on Plan No 1 attached for the purpose of securing mixed use development including retail, residential, leisure and office accommodation.

- 13.4 That officers be authorised to take all necessary steps to secure the making, confirmation and implementation of the Compulsory Purchase Order including:
- (i) the publication and service of all notices and the presentations of the Council's case at any Public Inquiry;
  - (ii) approving the acquisition of interest in land within the compulsory purchase order either by agreement or by way of compulsory powers.
  - (iii) approving agreements with land owners setting out the terms for the withdrawal of objections to the Order, including where appropriate seeking exclusion of land from the Order and /or making arrangements for relocation of occupiers;
  - (iv) that regular updates are provided to Executive Board on progress of this scheme.

<b>Appendix A</b>	CPO Plan
<b>Appendix B</b>	Heads of Terms for LCC/TCS/WYPA Co-operation Agreement
<b>Confidential Appendix C</b>	CPO Indemnity Agreement/Development Agreement

<b>SUBJECT – EASTGATE/HAREWOOD QUARTERS – AGREEMENTS AND PROPOSAL FOR COMPULSORY PURCHASE</b>
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**Heads of Terms for LCC/TCS/WYPA Co-Operation Agreement**

The Co-operation agreement is between LCC, TCS and WYPA but ties in LP of which TCS are a partner.

LCC has agreed with LP that they should work together to secure the redevelopment of the Eastgate/Harewood Quarters.

The Agreement will run until 31 January 2007 of which the following are the main terms and conditions.

- WYPA as owner of Millgarth Police Station and adjoining land agree to explore the possible sale of their property interest to LP.
- All parties agree to work together to try and secure relocation of and/or development of new facilities for occupation by WYPA.
- A Project Team will be formed to progress negotiations for the sale of Millgarth and search for a suitable relocation solution.
- LP are obliged to bring forward proposals for the redevelopment of the Eastgate/Harewood Quarters and to attempt to reach agreement for the acquisition of WYPA property interest in the area.
- LCC will use reasonable endeavours to assist LP and WYPA in identifying suitable relocation properties or sites.
- WYPA will work on firming their relocation requirements, negotiate with LP for the sale of their property in the area, and undertake not to enter into discussions or negotiations with a third party for the sale or letting of their property.