



SCRUTINY BOARD (STRATEGY AND RESOURCES)

**Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 29th November, 2021 at 10.00 am**

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

- S Burke - Middleton Park;
- P Carlill - Calverley and Farsley;
- D Chapman - Rothwell;
- S Firth - Harewood;
- B Flynn - Adel and Wharfedale;
- S Hamilton - Moortown;
- J Heselwood - Bramley and Stanningley;
- A Hutchison - Morley North;
- J McKenna - Armley;
- A Scopes (Chair) - Beeston and Holbeck;

- S Seary - Pudsey;

Note to observers of the meeting: To remotely observe this meeting, please click on the 'View the Meeting Recording' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting: [Council and democracy \(leeds.gov.uk\)](https://www.leeds.gov.uk/council-and-democracy)

Members of the public are now able to attend the meeting in person but please be mindful that Coronavirus is still circulating in Leeds. Therefore, even if you have had the vaccine, if you have Coronavirus symptoms: a high temperature; a new, continuous cough; or a loss or change to your sense of smell or taste, you should NOT attend the meeting and stay at home and get a PCR test. For those who are attending the meeting, please bring a face covering unless you are exempt.

**Principal Scrutiny Adviser:
Rob Clayton
Tel: 37 88790**

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 18 OCTOBER 2021</p> <p>To confirm as a correct record, the minutes of the meeting held on 18 October 2021</p>	7 - 14
7			<p>FUTURE WASTE STRATEGY INQUIRY - FINANCE, CONTRACTS AND RECYCLING</p> <p>To consider a report from the Head of Democratic Services setting out the ongoing inquiry into waste strategy working with the Environment, Housing and Communities Scrutiny Board. The report provides information linked to the service in terms of tonnages of waste collected, costs of the service and contractual matters. A number of external witnesses are also expected to attend the Board from HW Martin and Veolia.</p>	15 - 26

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>FUTURE WAYS OF WORKING - UPDATE ON ESTATE REALISATION AND STAFF SURVEY</p> <p>To receive a further update report on the Board's ongoing work looking at agile working, developing new ways of working and estate realisation. This report from the Director of City Development provides an update following consideration of matters related to the Council's estate in February and also provides a further update on staff satisfaction following a request from Board members at the September meeting.</p>	27 - 56
9			<p>AGENCY STAFFING AND OVERTIME - UPDATE REPORT</p> <p>To receive a report from the Chief Officer Human Resources on agency staffing at Leeds City Council covering costs, overtime, value for money, the recent Early leavers Initiative (ELI), the impact on financial strategies and links to inclusive growth.</p>	57 - 64
10			<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board's work schedule for the 2021/22 municipal year.</p>	65 - 92
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next meeting of the Board is Monday 24th January 2022 at 10.00 am (Pre-meeting for all Board Members at 9.45 am).</p>	

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			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	
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a)				
b)				

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 18TH OCTOBER, 2021

PRESENT: Councillor A Scopes in the Chair

Councillors B Anderson, S Burke, P Carlill,
D Chapman, S Firth, S Hamilton,
J McKenna and S Seary

14 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

15 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

16 Late Items

There were no late items.

17 Declaration of Interests

No declarations of interests were made at the meeting.

18 Apologies for Absence and Notification of Substitutes

Apologies were received from Cllr Flynn. Cllr B Anderson attended the meeting as his substitute.

It was noted that Cllrs Chapman and Firth would be arriving late to the meeting.

19 Minutes - 20 September 2021

RESOLVED -That the minutes of the meeting held on 20th September 2021, be approved as a correct record.

20 Matters arising

Members were advised of the following in relation to:

Minute 8 – Improving the experience and outcomes of Black, Asian and minority Ethnic colleagues at Leeds City Council

- HR would prepare a BAME update for the January 2022 meeting. A number of network groups from across the Council would be invited to ensure inclusivity of all colleagues.

Minute 9 – Electoral Services Update – voting behaviour, postal voting and turnout.

- Election information requested at the meeting has been circulated to Members.

Minute 10 – IDS – Vision, Project and Programme Management

- A report from IDS would be presented to the Board at its February 2022 meeting with further information in relation to the service desk.

Draft minutes to be approved at the meeting
to be held on Monday, 29th November, 2021

Minute 11 – Future Working Arrangements, agile working and estate realisation

- 21 • To present a report on staff well being to the November 2021 meeting.
- The value of culture and creativity in Leeds' social and economic recovery from Covid-19**

The Chief Officer, Culture and Economy submitted a report to present an initial session on Leeds 2023 for the Board. It set out the aims, ambitions and opportunities that Leeds 2023 would create for Leeds in terms of recovery after the pandemic and the wider ambition around 'putting Leeds on the map'.

In attendance for this item were:

- Cllr Debra Coupar- Executive Member for Resources
- Cllr Jonathan Pryor – Executive Member for Economy, Culture and Education
- Eve Roodhouse – Chief Officer Culture and Economy
- Kully Thiarai – Creative Director and CEO Leeds 2023
- Abigail Scott – Director of External Relations Leeds 2023

The Board was shown a presentation which included:

- Benefits of culture and its impact on the economy
- The DCMS work on positive outcomes of people engaging in culture on their health.
- 2020 Cultural Cities inquiry which was undertaken in December 2020.
- The trends and opportunities for culture post Covid 19 Pandemic.
- Back-ground history of Leeds 2023 including city-wide consultation in 2015 through to 2018 where 700 people attended a meeting of full Council.
- The Grant agreement and the Governance for Leeds 2023.

Members were also shown a short video as a promotional tool call 'Letting Culture Loose'

The Board were informed of the following points:

- Leeds 2023 will raise the profile of the city both nationally and internally and aims to work with partners to provide an extraordinary and memorable year for all.
- Impact on the city would be to:
 - encourage economic growth,
 - raise social and cultural awareness
 - provide opportunities for jobs,
 - inspire children and young people,
 - improve wellbeing and social cohesion,
 - attract additional visitors and investment to the city
 - increase knowledge on the history and heritage of Leeds
 - Collaborative work and inclusivity
- So far £1.5m additional investment has been secured and 65 artists have been commissioned.

- A project called My World, My City, My Neighbourhood looks to work with 23 artists in 23 wards.
- Leeds 2023 will also look to create links with international artists.
- Funding has also been secured from British Council.

Cllr Pryor said that Leeds 2023 was exciting and would be beneficial for the city in health and wellbeing, investment in the city, creation of new job opportunities and getting children and young people into culture would benefit their future lives.

Member's discussions included:

- A need for cultural events not only to be in the city centre but also to be in the local communities, events need to cover all 33 wards
- Where possible for events to be free and easily accessible for all.
- Programme for all schools, Members wished to be kept informed of what was happening in schools.
- The Board were of the view that links needed to be in relation to access of cultural events and health and wellbeing. The Board was informed that as part of the strategy the council would adopt social progress measures to look at the impact of culture on health and wellbeing.
- Members were keen to get the message out about Leeds 2023 and the events to all areas of the city and ensure that all the community groups across the city were included. It was suggested that as part of Leeds 2023 should include the different cultures, groups and communities which make up the diverse population of Leeds. It was noted that Yorkshire Evening Post were including a section called 'Hello Leeds' which would highlight events in Leeds. Work was ongoing with tourism partners to address how events would be promoted.
- The Leeds 2023 Team need to speak with ward councillors to ensure that they know of all the events that are already happening in the 33 wards so that these events can be incorporated into Leeds 2023 and so that all residents in all communities had the chance to be part of Leeds 2023.
- More information was needed in relation to what job opportunities there will be and whether these will on a temporary or permanent basis. It was noted that a report would be circulated which showed the impact on cities such as Hull in relation to the creation of job opportunities. It was recognised that jobs would not just be created in culture but also bars and restaurants which are crucial to recovery after the pandemic. It was also noted that the economic boost needed to go beyond 2023.
- Members were of the view that Leeds 2023 needed to be proactive in working with key stakeholders in relation to tourism to increase visitors to the city. It was noted that work was already ongoing with partners and were actively looking to work with more partners.
- Members were keen to see Kirkgate Market included as part of Leeds 2023. It was acknowledged that footfall had increased since the pandemic, but work would continue to try to increase footfall.

- The Board encouraged the Team to contact them in relation to the history and heritage of local areas and for this type of information to be included as part of Leeds 2023.
- Concerns were raised in relation to pricing of events and that cost of some events may price out people if they were too expensive. It was recognised that Leeds 2023 Team also need to look at how funding for cultural events moved forward after 2023. It was acknowledged that Community Committees supported local events. However, funding for Community Committees had been reduced. It was noted that in some areas of the city, that have Parish and Town Councils, Community Infrastructure Levy (CIL) may provide more funding. The Board noted that work was ongoing in relation to long term funding.
- Access to events was also raised as a concern. It was suggested that public transport be subsidised so that as many people as possible could access all events. It was noted that discussions were ongoing with public transport.
- Members had noted that new sponsors had been found and welcomed the news that discussions were ongoing to make links with other partners not just in Leeds but nationally to businesses that had links with the city.

RESOLVED – To:

- a) Note and provide comments on the information provided in the submitted report; and
- b) Feedback on the plans for the refresh and delivery of the city’s Cultural Strategy, including Leeds2023 as a significant milestone in the city’s social and economic recovery.

Cllrs Firth and Chapman arrived at 10:45am during this item.

22 Future Waste Strategy Inquiry – Finance and Terms of Reference

The report of the Head of Democratic Services set out the Terms of Reference for a proposed joint inquiry to be conducted by The Environment, Housing and Communities and Strategy and Resources Scrutiny Boards.

In attendance for this item were:

- John Woolmer – Chief Officer Environmental Services
- Cllr Mohammed Rafique – Executive Member Environment and Housing
- Neil Evans – Director of Resources

The Board was informed that this was the first look at the joint inquiry on Waste Services, being undertaken in partnership with Environment, Housing and Communities (EHC). This followed formal delegation of responsibilities to the Board at its meeting held in September to look at the finances involved in expanding recycling services. A copy of the Terms of Reference for this joint inquiry was attached to the submitted report at Appendix 1.

The remit of this Board is to keep discussions to recycling, associated costs and how expansion of services might be funded as well as examination of the existing budget which was appended to the submitted report at Appendix 2.

Members were informed that the National Waste Strategy would set out options for recycling and what the Council will be legally required to collect. The service was still waiting for clarification from Government as to what services would be required and what funding would be provided.

Member's discussions included:

- Additions to the Terms of Reference in relation to the remit of this Board. To include resources, end of day reports on missed bins, costs of private involvement in the service.
- The Board suggested that experts be invited in relation to options for recycling, sharing of best practice and how waste can be reused.
- Cost and resources of different waste services
- Funding of future projects in relation to recycling
- Options in relation to co-mingled waste collection and recycling
- Impact of wet waste in black bins and how that affects the RERF in terms of efficiency and cost
- More information was requested on the RERF generally with a view to considering the issue at the Board's November meeting
- Planning required on how the service will look in the future. The Board was of the view that the service would require more funding to operate an effective and efficient service.

The Chair suggested that discussions should take place with Cllr Anderson, Chair of EHC Scrutiny Board and PSA's in relation to the Terms of Reference and inviting experts and external providers to meetings.

RESOLVED – The Chair to note possible additional areas for consideration and to liaise with Cllr Anderson to ensure one of the Scrutiny Boards considers all items. The Board was content to continue to pursue this work item and gather further evidence in future before making recommendations.

23 Budget 2021/22 Financial Health Update, Financial Challenge and Medium Term Financial Strategy

The Board considered the submitted report of the Head of Democratic Services for the Budget 2021/22 Financial Health Update, Financial Challenge and Medium -Term Financial Strategy.

In attendance for this item were:

- Victoria Bradshaw – Chief Officer Financial Services
- Neil Evans – Director of Resources
- Cllr Debra Coupar – Executive Member for Resources

Appended to the report were the Medium -Term Financial Strategy (MTFS) and an update in respect of financial health in the revenue budget and Housing Revenue Account (HRA). Both were presented to Executive Board in September.

Members were informed of the following points:

- Following the Covid-19 pandemic the Council is facing a period of significant financial challenge. The MTFS identifies an estimated budget gap of £146.5m for the five-year period covered by the Strategy. It was noted that the Council were focussing on the next 3 years which require £126.7m of savings, the biggest impact would be in 2022/23, where savings were required of £65.4m. Proposals in relation to this would be brought to the Board in December for discussion.
- The Comprehensive Spending Review (CSR) is expected on 27th October to be announced alongside the Budget. However, amounts would not be known for each council until December which would impact on how the council can plan for the savings required. It was noted that there was uncertainty about the 3 year settlement, fair funding review, business rates, rates at which council tax can be set and social care funding.
- In relation to the current financial year which was reported to Executive Board in September there was a projected £400,000 overspend not related to Covid. There is a significant overspend linked to Covid of £24.9m for which the council has received funding to mitigate this in this financial year. However, the Council was still mindful of how this would carry over for the coming years and how the economy recovers.

Responding to questions officers provided the following information:

- Clarification was provided in relation to Table 4.1 of the submitted report on the Council's Net Revenue Budget.
- Each year all services are looked at to ensure that they have the required resources to deliver an efficient and effective service. However, there are fixed costs to deliver services and the budgets are looked at in detail. Therefore, going back to zero based costing, would not necessarily deliver the required savings.
- It was recognised that as a result of Covid the Council should have a higher level of reserves than have had in previous years. It was noted that this was built into the Medium-Term Financial Strategy in detail.
- The 2030 target is around looking at the priorities for the Council around old spending decisions which are taken into account and resources are prioritised. It was noted that it was also around sensible business cases and planning for the future and paying back over a number of years.
- Table 1.1 Decrease in settlement funding 2010/11 -2021/22. It was acknowledged that it didn't include real time information or inflation. However, it would be looked at with an aim to improving how the information was presented.
- Analysis of savings as part of Early Leavers Initiative, to be circulated.

- It was acknowledged that with the increase in energy costs this could add pressure to the Council's finances, work was ongoing on this.

RESOLVED – To note the updated Medium- Term Financial Strategy 2022/23 to 2026/27.

Cllrs Anderson and Coupar left the meeting at 12:55 at the end of this item.

24 Annual Corporate Risk Management Report

The report of the Head of Democratic Services presented the Annual Corporate Risk Management Report. It updated the Board on the most significant risks currently on the council's corporate risk register with summary assurances describing the key controls in place to manage the risks and further actions planned.

In attendance for this item were:

- Tim Rollett – Intelligence and Policy Manager
- Cllr Debra Coupar – Executive Member for Resources

The Board was informed of the following points:

- Along with corporate risks there are also directorate and strategic risks. Each directorate also has its own risks which filter down to service level risks.
- Corporate risks are reviewed 4 times per year.
- The annual report was presented to Executive Board in July.

Responding to questions from Members the Board was provided with the following information:

- Controls and resources are dependent on the nature of the risk. Each type of risk is assessed looking at controls, resources and actions. Members were advised that the assessment for the strategy would be circulated to the Board.
- It was acknowledged that since the presentation of the annual report to Executive Board in July some risks had moved including the medium-term financial risk, which had been escalated by Corporate Leadership Team in August to the red zone. All risks are monitored regularly to ensure that the Council is prepare for any future impact including if there is a need to go into lockdown again. Financial aspects of risk are due to be updated again.

RESOLVED -To note the Annual Risk Management Report and the assurances given on the Council's most significant corporate risks in line with the authority's Risk Management Policy.

25 Work Programme

The Board considered the report submitted by the Head of Democratic Services and the Work Programme for the Board which was appended to the report at Appendix 1.

The main issues included the ongoing waste and recycling inquiry, plans for the Inclusion agenda and feedback from the staff networks, Freedom of Information Report item to come to November meeting, IDS Service Desk to return in February, Budget Working Group in December, and digital skills discussion from September to be covered in the contact centre item.

Member's discussions included:

- Recognition that officers had left the meeting prior to this item due to the meeting over running and clashing with cabinet. Members were of the view that given the increased workload of this Board they may need to start meetings earlier. It was suggested that meetings could start at 10:00am with a pre meet for all Board Members at 9:45. The PSA suggested that he would look at where there was a possible clash of future meetings and liaise with the Chair on starting the meetings earlier..
- Members were of the view that some of the items presented were not detailed enough and therefore took longer to discuss. It was suggested that this would be looked at for future items during the Chairs Brief, with a view to challenge initial reports where possible.
- Members appreciated that the item on Leeds 2023 was a large work item and that they would require further information. It was suggested that Leeds 2023 might need to be on the agenda for meetings scheduled in both December and February. In respect of December the PSA agreed to look into an additional meeting or working group if possible to arrange.
- It was noted that the Board wished to have Devolution added to the work programme for either February or March. They recognised that the WYCA Mayor was busy and may need to be booked well in advance of the meeting. The Chair said that he would speak with Cllr Harland the previous Chair of the Board to discuss Devolution and review the previous minutes on the subject.

RESOLVED – To note the content of the report.

26 Date and Time of Next Meeting

RESOLVED – That the next meeting of the Board will be on Monday 29th November 2021 at 10:00am (Pre-meeting for all Board Members at 9.45am).

The meeting concluded at 13:20

Future Waste Strategy Inquiry – Contracts and Finance

Date: 29 November 2021

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- Following the September and October cycle of scrutiny board meetings both the Environment, Housing and Communities and Strategy and Resources Scrutiny Boards have now agreed the terms of reference for a joint inquiry into Waste Services in Leeds.
- The main driver for this work is the publication of the Government's Resources and Waste Strategy (RWS) in December 2018 and subsequent and ongoing consultations linked to that strategy. The proposals within the strategy aim to enable the Government to meet targets including zero avoidable waste by 2050, double resource efficiency by 2050, zero plastic waste by 2042 and zero waste to landfill by 2030.
- The strategy will therefore have a significant impact on the way waste is managed by local authorities including the materials collected, the frequency of collections, the infrastructure required to deliver new services and the way in which the costs incurred by councils are funded.
- The Government is still consulting on three areas of the 2018 strategy (Consistency in Household and Business Recycling Consultation, Extended Producer Responsibility for Packaging Consultation and Deposit Return Scheme Consultation).
- With a clear focus on how value can be added though the involvement of Scrutiny this inquiry aims to take a forward-looking view of the Council's Waste Services in advance of the proposals in the Resources and Waste Strategy becoming a reality in Leeds. For the purpose of this board the focus of the work will be on finances and contracts.
- The Environment, Housing and Communities Scrutiny Board will lead the inquiry into the future of the Council's waste services, focusing on resilience, sustainability and interventions that can improve the future services, including increasing the percentage of waste that is recycled, but with consideration as to the relative carbon reduction impact too. However, given the wide breadth of issues relating to waste services, and to maximise capacity within the scrutiny service elements of the work – expressly related to finance – have been delegated to the Strategy and Resources Scrutiny Board.

- Following discussion at the October meeting of Strategy and Resources a particular focus of the work will be on recycling and how that might be improved in the city given the wider context of the climate emergency and the ongoing budgetary challenge faced by the Council. In addition, discussion at the October meeting of the Board has assisted in framing the areas of interest for this Board. These principally focus on how the Council can maximise its available budget to deliver the best results for Leeds residents both in terms of the services that are available at the kerbside and that bring the best environmental benefit to the city. Exploring what additional funding might be available from Government and how this could be used are also important factors.
- The Council has some important contracts that deal with recycling and waste management. Two of these are the operation of the Recycling and Energy Recovery Facility (RERF) which is where all the city's kerbside general/black bin waste is taken and the SORT contract which deals with all the kerbside recyclates collected in the city's green bins. These two contracts are delivered by Veolia (RERF) and HW Martin (SORT). This is the first evidence gathering session to be undertaken by the Board and representatives of HW Martin and Veolia have agreed to attend the meeting to provide information and take questions from Board members.

Recommendations

- a) Members are asked to note the contents of the Appendices 1 and 2 providing relevant information on service costs, tonnages of waste collected, recycling rates and the contractual arrangements Leeds has in order deal with the different waste streams and highlight further areas of interest linked to this scrutiny inquiry that can be brought back to future meetings of the Board.
- b) Note the evidence provided by today's guests and use this to assist in the formulation of a scrutiny statement to be reported back to the Environment, Housing and Communities Board.

Why is the proposal being put forward?

- 1 This report follows initial consideration of both the terms of reference for the inquiry and some initial summary information which provided details of the cost of waste services in Leeds along with details around tonnages collected through the various waste streams.
- 2 The government published its Net Zero Plan in mid-October, saying "£295 million in funding would be available to all English councils to prepare for the implementation of free separate food collections for all households from 2025". The Comprehensive Spending Review (CSR) published on 27 October 2021 stated that it included "funding to implement free, separate food waste collections in every English local authority from 2025, supporting the near elimination of biodegradable municipal waste to landfill by 2028". A capital figure of £300m has been allocated in the CSR for 2023/24 and £100m for 2024/25. Leeds City Council has asked for clarity on these allocations and if they are ongoing/accumulative revenue budgets and/or one off capital allocations. There has been no announcement on revenue funding, however Government continues to say they will fund all new burdens. Whilst it may be considered a positive that this funding featured in the CSR, critical detail is still outstanding on how and when the funding will be allocated to local authorities and what

collection models may be considered acceptable by DEFRA (through anticipated revised “technically, environmentally and economically practicable” regulations).

- 3 There was no mention in the CSR of the other waste reforms that the Government has recently consulted on; namely the extended producer responsibility, consistent collections (in particular kerbside glass and garden waste collections) or a deposit return scheme. However, the Environment Bill (which gained Royal Assent on the 9th November) will enable DEFRA to require local authorities to collect food waste weekly, which would divert it from landfill (not an issue in Leeds due to the RERF) and reduce emissions. Core recyclable waste streams will also be required to be collected and collections to be made more consistent.
- 4 This report introduces the Board’s first evidence gathering session on this issue, with a focus on existing ways household waste is collected at the kerbside and recycled and the related contracts. External witnesses have been invited and as noted above HW Martin and Veolia are expected to be in attendance. Given the remit of this Board’s involvement in this inquiry the witnesses are expected to provide subject matter expertise in a number of areas that link to the terms of reference agreed at EHC in September and then noted by Strategy and Resources at its October meeting. The four areas of focus for Strategy and Resources Scrutiny Board and taken from the Terms of Reference, together with an updated context provided by the Service, are as follows:

➤ **Cost and viability of alternative waste streams**

A key initial question will focus on whether the Council can recycle more waste and introduce recycling of food, glass and a wider range of plastics as part of its kerbside collection service and to determine the cost and viability issues associated with any planned expansion. The Council is committed to the delivery invest to save measures and the Board will look at potential opportunities to develop policies that align with that agenda as a means to secure additional funding.

Service comment/update: *The opportunities to recycle should not be limited to kerbside collections and the consideration of options in terms of “cost and viability” should also factor in the comparative carbon “cost”/benefit as well as the financial. For example, textiles are not mentioned but perhaps need equal consideration as “a wider range of plastics”?*

➤ **Contractual issues/recycling markets**

A major factor in availability of kerbside collection is the resale value of the recycled material. Understanding any limitations linked to the resale value of recycled material and any wider limitations in terms of appropriate facilities or availability of a structure to take the recycled waste in Leeds and any associated costs of delivering them. It will also be important to understand the current contract status in terms of where recycled waste goes once collected in Leeds and whether there is room for this to include more materials and at what potential cost.

Service comment/update: *The issue is not just limited to the resale value, but the cost of processing the sorted material and the availability of sustainable markets for the quantities produced in Leeds.*

➤ **RERF**

The RERF facility has a 10% recycling target as part of the existing contract with the Council, this target has historically been missed with financial compensation paid as per the contractual terms. This is an area of interest both in terms of how that compensation is used by the Council and what measures might be introduced to ensure that the 10% target is met, and more items are recycled in the future.

Service comment/update: *The current contract with Veolia for the operation of the RERF has a 2% recycling performance target included. The original target had been 10%, however, due to the generally good recycling behaviours shown by Leeds residents, the generally poor quality of recyclable materials that do end up in the black bin and changes in international recycle markets, all parties involved in the contract agreed to make revisions to a more realistic target. This followed a period of significant additional investment into new technologies/equipment by Veolia to attempt to extract more material that a sustainable market could be found for. It is worth noting the RERF is currently over performing on the land fill diversion target – with 99.7% of waste being diverted against a contractual target of 96.5%.*

➤ **Government Waste Strategy**

The Resources and Waste Strategy was published in 2018 but due to delays caused by Brexit and then Covid-19, consultation on this has yet to fully complete with the remainder of it expected to take place in 2021. As a consequence of these delays the Council is also in a holding pattern in terms of developing and evolving the service to recycle more materials which is a clear aim of the Government strategy and the Climate Emergency related aims of the Council. A key issue is funding for new services, as this agenda develops in 2021 and beyond more clarity may also emerge on funding and timescales which would be helpful to the Council but could also offer scrutiny an opportunity to be involved in the process pre-decision in terms of developing and delivering additional recycling services in Leeds. The recently announced Government consultation, noted above, offers some initial information on this in terms of materials to be recycled by local authorities and possible additional funding though it is recognised that a significant limitation is that currently funding levels are not confirmed.

Service comment/update: *In DEFRA's consultation document of May 2021 it said "Government recognises that these new duties will impose additional costs on local government, and it will follow the new burdens guidance to ensure the costs of new statutory duties for local authorities are covered. The Secretary of State may also make regulations to allow for different recyclable waste streams to be collected together where this does not significantly reduce the potential for these waste streams to be recycled or composted.". It also said, "Given the additional costs involved in separate food waste collection, Government will ensure that local authorities are resourced to meet any new burdens arising from this policy, including up front transition costs and ongoing operational costs.". DEFRA have indicated they will provide a response to the consultation in early 2022.*

- 5 Council officers will also be in attendance to provide input into discussion and deal with any member questions that relate to services in Leeds.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted?

Yes

No

- 6 The Vision for Scrutiny sets out the ambition for Leeds City Council's Scrutiny function to engage in policy review and development, which can contribute to achieving service improvements, thereby adding value for the people of Leeds. Scrutiny Board members have identified future waste services as an area in which they believe their engagement, challenge and review could achieve such results. Particularly considering the ongoing work at a national level on the Resources and Waste Strategy.
- 7 As the Government rolls out changes to how local authorities collect waste which could impact how and what waste is collected in the city, Strategy and Resources Scrutiny Board, working in partnership with Environment, Housing and Communities (EHC) Board, will contribute to a forward-looking inquiry into Waste Services in the city. It is hoped that by maximising the resources available within the scrutiny function the inquiry can provide valuable input as the Council adapts to the proposals in the Government's Resources and Waste Strategy. The inquiry which is led by the EHC board is aimed at understanding and providing recommendations on how the Council might organise and prioritise its waste services taking account of costs, benefit to the environment, carbon reduction and improving the existing service.

What consultation and engagement has taken place?

- 8 Consultation on the Terms of Reference has taken place between both Chairs, along with the Executive Board Member for Environment and Housing, the Director of Communities, Housing and Environment and the Chief Officer for Environmental Services.

What are the resource implications?

- 9 Resources to support the Scrutiny function are, like all other Council functions, under considerable pressure and constructive consultation should therefore take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.
- 10 Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue
 - Ensure any Scrutiny undertaken has clarity and focus of purpose, will add value, and can be delivered within an agreed time frame

What are the legal implications?

- 11 There are no specific legal implications associated with this report.

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

12 There are no specific risk management issues associated with this report.

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

Inclusive Growth

Health and Wellbeing

Climate Emergency

Appendices

13 Appendix 1 – Five-year analysis of Leeds household waste

14 Appendix 2 – Summary of waste contracts

Background papers

15 None

5 YEAR ANALYSIS OF LEEDS HOUSEHOLD WASTE FOR SCRUTINY BOARD WORKING GROUP

Kerbside Bin Collections

BIN TYPES	2016/17	2017/18	2018/19	2019/20	2020/21
Black	164,143	164,788	164,520	166,498	189,654
Green	40,372	39,398	38,775	37,835	39,526
Brown	35,126	33,246	30,618	33,190	32,894
Food	1,287	1,190	1,205	736	0
Total	240,928	238,622	235,117	238,258	262,074

Proportion of each material stream as a percentage of kerbside material

BIN TYPES	2016/17	2017/18	2018/19	2019/20	2020/21
Black	68%	69%	70%	70%	72%
Green	17%	17%	16%	16%	15%
Brown	15%	14%	13%	14%	13%
Food	1%	0%	1%	0%	0%
Total	100%	100%	100%	100%	100%

Household Waste Recycling Centres (x8)

HWRC (Main categories)	2016/17	2017/18	2018/19	2019/20	2020/21
Glass	1,491	1,506	1,451	1,426	689
Timber	10,696	9,964	11,274	10,949	7,836
Garden waste	7,570	6,421	6,949	6,384	4,428
WEEE	2,616	2,998	2,806	2,863	2,015
Paper and Card	2,254	2,269	2,263	2,267	1,623
Scrap	2,840	2,304	2,724	2,715	2,216
Reuse	956	836	1,128	1,082	667
Misc*	375	199	144	224	90
General Residual Waste	18,723	18,382	16,325	15,453	11,774
Total Household Waste	47,521	44,879	45,063	43,363	31,338
Inerts	14,487	11,877	2,883	2,850	2,929
Total	62,008	56,755	47,947	46,213	34,267

Proportion of each material stream as a percentage of household waste for HWRCs

HWRC (Main categories)	2016/17	2017/18	2018/19	2019/20	2020/21
Glass	3%	3.4%	3.2%	3.3%	2.2%
Timber	23%	22.2%	25.0%	25.3%	25.0%
Garden waste	16%	14.3%	15.4%	14.7%	14.1%
WEEE	6%	6.7%	6.2%	6.6%	6.4%
Paper and Card	5%	5.1%	5.0%	5.2%	5.2%
Scrap	6%	5.1%	6.0%	6.3%	7.1%
Reuse	2%	1.9%	2.5%	2.5%	2.1%
Misc*	1%	0.4%	0.3%	0.5%	0.3%
General Residual Waste	39%	41.0%	36.2%	35.6%	37.6%
Total Household Waste	100%	100.0%	100.0%	100.0%	100.0%

Bring Banks Not on HWRCs (incl. reuse shops)

BRING BANKS	2016/17	2017/18	2018/19	2019/20	2020/21
Glass	7,731	7,612	7,991	8,314	12,914
News/Pams	376	348	312	299	303
Tetrapak	3	2	3	2	1
Re-Use	1,502	1,751	1,937	1,601	778
Total	9,611	9,713	10,242	10,215	13,996

Proportion of each material stream as a percentage of bring bank & re-use material

Bring Banks	2016/17	2017/18	2018/19	2019/20	2020/21
Glass	80%	78%	78%	81%	92%
News/Pams	4%	4%	3%	3%	2%
Tetrapak	0%	0%	0%	0%	0%
Re-Use*	16%	18%	19%	16%	6%
Total	100%	100%	100%	100%	100%

Total Glass

GLASS	2016/17	2017/18	2018/19	2019/20	2020/21
Kerbside (DEFRA BANKS)	302	263	348	355	373
HWRC	1,491	1,506	1,451	1,426	689
Banks	7,731	7,612	7,991	8,314	12,914
Total	9,524	9,381	9,789	10,094	13,977

Proportion of collection methods as a percentage of total glass collected

GLASS	2016/17	2017/18	2018/19	2019/20	2020/21
Kerbside (DEFRA BANKS)	3%	3%	4%	4%	3%
HWRC	16%	16%	15%	14%	5%
Banks	81%	81%	82%	82%	92%
Total	100%	100%	100%	100%	100%

Garden Waste

GARDEN	2016/17	2017/18	2018/19	2019/20	2020/21
Kerbside	34,993	33,246	30,618	33,190	32,894
HWRC	7,570	6,421	6,949	6,384	4,428
Total	42,563	39,667	37,567	39,574	37,321

Proportion of collection methods as a percentage of total garden waste collected

Recycled GREEN	2016/17	2017/18	2018/19	2019/20	2020/21
Kerbside	82%	84%	82%	84%	88%
HWRC	18%	16%	18%	16%	12%
TOTAL	100%	100%	100%	100%	100%

Street Arisings (sweepings and leaf fall)

STREET ARISINGS	2016/17	2017/18	2018/19	2019/20*	2020/21*
Total	9,578	8,786	9,885	8,669	6,637

Total waste and what happens to it

Waste Stream	2016/17	2017/18	2018/19	2019/20	2020/21	
Recycled - from green bins	40,372	39,398	38,775	37,835	39,526	12.5%
Recycled - garden waste	42,563	39,667	37,567	39,574	37,321	11.8%
Recycled - glass	9,524	9,381	9,789	10,094	13,977	4.4%
Recycled - all other	28,755	28,928	30,318	28,769	20,355	6.4%
Energy Recovery	178,930	183,499	181,513	185,256	201,471	63.6%
Landfilled	14,787	5,150	2,938	2,475	4,003	1.3%
Total Household Waste	314,931	306,023	300,899	304,003	316,654	100.0%

City Recycling %	38.49%	38.35%	38.70%	38.25%	35.11%
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PART A: Leeds Recycling and Energy Recovery Facility (RERF) – Summary of the operational contractual arrangements with Veolia

The RERF contract is a 25-year PFI contract based on the Standardisation of PFI Contracts V4 (SOPC4) with derivations where required. It is a contract only for the treatment of residual waste. Currently it is in the 6th year of operations with the contract not due to expire until 2041.

It is a Design Build and Operate contract, scaled specifically to deal with the Council's projected waste tonnages over the life of the contract, with a small amount of excess capacity to give flexibility to cope with waste flow variations and providing some third-party waste capacity.

The technical solution provided by Veolia is a Mechanical Pre-Treatment Facility for the extraction of recyclates at the front end of the process, followed by Energy from Waste for treatment of the waste that cannot be recycled.

There are three Key Targets in contract these are:

- Diversion from landfill – not less than 96.5% of contract waste
- BMW diversion – limits set for each year of the contract; and
- Recycling – 10% front end recycling (reduced by variation to 2% in 2020) – 2.3% achieved in 2020/21.

In addition to the key targets there is an extensive reporting regime and a performance mechanism that covers all aspects of the service and which the contract management team continuously monitor against, to ensure day to day performance standards and service expectations are achieved. If not achieved, the relevant associated penalties are applied, and resolutions sought and monitored to a successful conclusion.

As noted above, the recycling target was reduced in 2020 to 2%. The only solution for persistent breach of this key target under the contract was termination. All parties considered this to be an otherwise successful contract, delivering many other benefits. The contractor had worked hard to resolve the issues with recycling by increasing shifts from 2 to 3 daily, introducing an extensive MPT cleaning regime, installing additional access to all areas of the plant for better cleaning, replacing key and significant pieces of equipment, and building an additional facility to try to clean the paper and card to improve the quality to make the materials more marketable. The outcome of all these initiatives provided a small improvement in the recycling rates, but not enough to meet the key target and therefore an alternative resolution was sought. With DEFRA's approval, a proportion of the MPT has been mothballed for a period of 7 years and the recycling key target has been temporarily reduced. Metals of all types are currently the only materials being targeted for extraction in return for a significant annual compensation payment from Veolia.

It should be noted that whilst front end recycling has reduced, this is not the whole story in 2020/21. Only 0.14% of waste sent to the facility was landfilled, and the BMW sent to landfill was also therefore minimal. In addition, backend recycling is also undertaken. Whilst this can't be counted towards our recycling targets in England, it involves a further extraction of post-incineration metals. The bottom ash, which is approximately 23% of the input weight, is also recycled and used in the construction industry. The fly ash is also beneficially used for the neutralisation of industrial acids. So, in 2020 / 2021 of the 190,374 tonnes of contract waste that was delivered to the facility, only 0.14% or 286 tonnes went to landfill, the rest had a 'beneficial' use, whether that be from recycling, or creating energy, which is impressive.

The facility offers a range of other benefits. It supplies up to 11MW of electricity to the national grid. The newest and most significant introduction, from an environmental perspective, is that it provides the heat for the Council's District Heating Network. For each MW of electricity, if converted to heat, the efficiency is multiplied by a factor of 5, so this really does improve the environmental performance of the plant. It provides cost effective, environmentally friendly heat and hot water to an ever-increasing number of homes and businesses across the city, helping to tackle fuel poverty for some of the most deprived communities.

There is an impressive visitor centre on site, which shows key aspects of the waste process. We host visits for schools, universities, community groups and individuals highlighting the importance of the environmental benefits delivered by the facility. This also helps to promote the Council's key recycling messages.

The contract management team are supported by DEFRA in all aspects of contract monitoring and change. There are dedicated monthly meetings with an appointed transactor, who also attends regular meetings with senior members of both the Council and Veolia teams. They also host quarterly networking meetings for all Council PFI contract management staff and periodically offer waste specific contract management training.

This facility and contract have fundamentally changed the way Leeds City Council deals with residual waste, it provides a modern, safe, efficient facility for the collection service, it has improved our environmental performance as a whole saving approximately 40,000 tonnes of carbon per year (when compared to landfill) which is the equivalent of taking 19.5k cars off the road. It generates up to 11 MW electricity which is enough to power 22,000 homes and now provides heat to the district heating network, which adds further carbon benefits. The forecast saving for the Council at the start of the contract was expected to be approximately £7m per annum over the life of the contract when compared to the previous solutions.

PART B: Summary of the contractual arrangements to sort Leeds' green bin waste at the Materials Recovery Facility (MRF) owned and operated by HW Martin

The contract encompasses the delivery, processing, treatment and onward recycling and sale of kerbside collected recyclable waste from the residents of Leeds.

The original framework was let in 2013 and was subsequently extended and modified to its current position to date. Due to the uncertainty regarding the future "consistency of collections" requirements within the forthcoming Environment Bill and the continued uncertainties and risk cause by Covid-19, the service has modified the current contract in accordance with Regulation 72 (1) (b) (i) and (ii) of the Public Contracts Regulations and extended the expiry by a period of 2 years with the expiry of November 2023. It is anticipated that we will go to the market/tender during this period for a new contract.

Around 26 RCV vehicles are tipped per day (Mon – Sat) roughly equating to around 41,000 tons yearly.

We currently accept the following materials in the green bins:

- ✓ Newspapers and Pamphlets
- ✓ Mixed Paper
- ✓ Cardboard

- ✓ Steel cans
- ✓ Aluminium cans
- ✓ HDPE Plastic (Such as milk bottles)
- ✓ PET Plastic (such as clear drinks bottles)
- ✓ LDPE Plastic film (such as carrier bags)
- ✓ PP Plastic (such as plastic food trays)

Using a weekly sampling system, a monthly sample is generated to split the materials for use in the mechanism below.

Other materials not targeted/advertised at kerbside are recovered and recycled by HW Martins:

- ✓ Scrap metal
- ✓ Mixed rigid plastics
- ✓ Textiles

The current contract includes an innovative open book risk share pricing mechanism whereby a processing cost is charged per tonne for all the mixed material delivered to be processed and separated by HW Martin. Then, according to the tonnage of materials separated the council is guaranteed to receive at least market rate for these materials then any sales above market value are split 50/50 between the Council and HW Martin. This cost and income offset against each other either generates a cost or income to the council depending on the strength of the markets.

The percentage of tonnage delivered deemed waste after processing then incurs a disposal cost to the council.

Due to the volatile and international nature of the recyclable material market which is reliant on external factors such as; demand, Packaging Recovery Notes (PRNS), capacity, oil/virgin material prices, transport costs and international tariffs all affect material prices. This mechanism is currently providing a net income to the council and is currently around £300k under the YTD budget for the service.

Performance and outcomes are measured using the information gathered from the monthly reporting whereby material tonnes and prices are tracked. Things like wastage rate (the amount of material delivered deemed waste), operational issues, rejections at gate (waste too contaminated to sort), income received, market and sales information. Operational issues, H&S issues, legislative adherence are also monitored through our contract management process. As with all contracts managed by the team, we undertake 6 monthly due diligence audits on all waste contractors; whereby they are audited on things such as, H&S compliance, permit/planning compliance, operational compliance, legislative compliance and industry good practice. Any adverse findings are communicated, and a plan is put in place for rectification/remediation.

PART C: Leeds' glass recycling contract with URM

The current Glass collection and recycling contract is awarded to URM through an interim arrangement agreed in July 2015 and further extended through waiver of CPRs in 2020 until 2022 to allow time for a more comprehensive procurement to be undertaken.

An options appraisal and market sounding was conducted to assist in the scoping of this procurement and it identified some tangible and viable opportunities for improvements in having a longer term contract put out to tender. However, due to the current delay in the national Resource and Waste Strategy (RWS) implementation, it is considered that a full procurement should only be

undertaken once the strategy both locally and nationally is clearer, so that any future contract can fully reflect the scope of service required in respect of glass collection and recycling in Leeds. For example, the RWS sets out both the ambition to make the kerbside collection of glass a legal requirement for Councils as part of the consistency of collections aim, and yet also to introduce a national Deposit Return Scheme (DRS) that would include glass.

Leeds City Council own the 700+ bottle banks at bring sites throughout Leeds – there is a small kerbside round that collected glass from high rise properties. URM are contracted to empty the banks and using the councils bulking facility at Kirkstall haul the glass to their recycling facility in Knottingley. The glass material is then sorted and separated into the different colours and other factions such as jar/bottle lids. Adjacent to the recycling facility is a glass manufacturing plant where the sorted glass is made into new bottles.

In 2020/2021 we collected 13,977 tonnes of glass which is the equivalent to roughly 25 million standard wine bottle equivalents (assuming 550g for a standard wine bottle).

Collecting the glass this way ensures that a higher % of glass can be remade back into bottles/jars opposed to other methods of collecting it whereby a significantly smaller proportion of the glass can be remade into bottles/jars and the rest of the material used for aggregate/other applications.

Again, like the contract for recyclables at the kerbside, the arrangement is based on a service cost (price per bank) against an income market price for glass with a guaranteed floor price of £12 p/t to mitigate against adverse market conditions (current market price is £3.75 p/t).

Estate Management Strategy, Estate Realisation and Employee Wellbeing

Date: 29 November 2021

Report of: Head of Asset Management/ HR Service Manager

Report to: Resources and Strategy Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

1. The purpose of this report is to provide an update to Resources and Strategy Scrutiny Board on the Council's Estate Management Strategy, Estate Realisation Programme, and general employee wellbeing.
2. Ensuring that staff can effectively deliver our services underpins the delivery of the Best Council Plan ambitions as does the provision, spread and flexibility of our buildings in supporting service delivery. In particular our organisational and agile work policies, as well as changes to our estate supports the Best Council ambition to be 'an efficient, enterprising and healthy organisation' but can also provide better services, as staff are provided choice and are more able to balance work and personal commitments. It is also good for the environment with lower levels and easing of commuting travel peaks and providing reductions of in work related travelling.
3. Our People Strategy 2020-25 sets out our ambition to be the Best Place to Work with a clear focus on creating a great all round employee experience for all staff, with the support of their leaders and managers working in a positive organisational culture, driven by our council values.
4. The COVID-19 pandemic has accelerated the changes in the way we work, the way services are delivered and customer expectations and therefore the way we use our estate has changed too. Whilst the initial periods of lockdown enforced home working for 8,000 desk-based staff, through staff surveys conducted over the course of the last 16 months, the appetite from many staff to continue to predominantly work from home has become clear, but this of course must be balanced with service delivery requirements, the recognised benefits of face-to-face interaction, and the learning and development that coming together with teams and colleagues brings.
5. As outlined to Resources and Strategy Scrutiny Board previously, the Council has taken onboard the multiple survey responses, and has adopted a gradual approach to the

reintroduction of staff back into workspaces over the summer and into the autumn, although it is also acknowledged that many staff have been regularly coming into the Council's buildings throughout the pandemic due to the nature of the work and need to provide important frontline services to residents. However, due to a number of concerns including the sustained COVID-19 infection rates, the reintroduction into offices has not been as quick as originally anticipated, which is not unique to the Council. Staff are encouraged to work in an agile way, coming into the Council's workspaces regularly to meet with their teams and collaborate. However, this will be different for individual members of staff and teams and as such a fixed ratio of days working from home vs those in Council buildings has not been universally applied.

6. Our workspaces are being remodelled to provide more collaboration and informal workspaces and staff are encouraged to make more flexible use of a full range of Council buildings across the city to support service delivery, although each team has been allocated a Teamzone which is their main work base. Again, this is in direct response to what staff have told us about how they want to work, with a desire to use time in the Council's estate for face to face interaction, training, development and group working activities. At the time of writing, the requirement for social distancing and other measures introduced through the pandemic have been relaxed in line with government guidance which is allowing higher building capacities to be achieved. This position will continue to be monitored against up-to-date Government advice and any covid regulations that come into force.

7. Estate Management Strategy

- A new Estate Management Strategy has been prepared for the period from 2021 to 2025 which responds and guides several service delivery and workforce considerations.
- The pandemic has accelerated the use of digital solutions and meetings and as such has provided an essentially remote working platform which can now support great agility in service delivery.
- In addition, there is further increased financial pressures that the Council is facing compounded by the Council's underlying financial position resulting from successive government funding reductions.
- The Strategy was approved at Executive Board on the 17th November 2021. A copy of the Strategy is attached as an appendix to this report. It sets out the way in which the Council will strategically plan and manage its land and property assets to ensure that it fulfils all its service delivery priorities and to enable the people, the city and its businesses to thrive. The document sets out the vision and a number of priorities and objectives. An implementation plan which will be a live document setting out the changes to our estate has been created and will be maintained by Strategic Asset Management and fulfilled with the support of the Facilitates Management functions in the Resources Directorate.
- It should be noted that the strategy covers the Council's operational and investment estate, but importantly does not cover schools or its housing assets which are guided by separate strategies.
- The strategy is underpinned by the Council's 3 pillar strategies Inclusive Growth Strategy; Climate Emergency and Health and Wellbeing Strategy, and responds to the Best Council Plan which will become the City Ambition, with 5 guiding principles identified to inform future planning and management of the estate:
 - i. A fit for purpose modern estate

- ii. A well managed and maintained estate
 - iii. Working with partners
 - iv. Maximising income from our portfolio
 - v. Supporting the city's future
- Implementation of the strategy will be led by the Asset Management and Regeneration Service in City Development for strategic planning and delivery of new investment into our estate, and Facilities Management within Resources, providing hard and soft facilities management services. A Property Management Review has recently been concluded which has reaffirmed this position, transferring any property related services and functions being undertaken elsewhere in the Council into either the City Development or Resources Directorates.
 - Through bringing together a comprehensive data set of information about our estate including running cost, maintenance and condition information, an implementation plan will be established which sets out the future for each property from which the maintenance requirements and investment need can be determined. This will be particularly important for our heritage assets where we have additional statutory requirements.

8. Estate Realisation

- The latest Estate Realisation Programme commenced in 2020 with an ambitious working target of a 50% reduction of our core office estate. In addition, there is an anticipation that service reviews will identify additional opportunities as we seek to ensure that all our buildings are appropriately utilised, supporting user and customer experience. Decisions around which buildings should be considered for release take into consideration the energy usage/ sustainability of the building, its condition and backlog maintenance requirements, as well as its ability to provide appropriate solutions for customers, services and staff. In addition, the future use and development potential for sites, including their ability to be sold or leased is considered.
- Phase 1 (2020/2021) of the programme successfully completed at the end of the last financial year. The table below provides an update of the Phase 1 properties.

Phase 1 Properties	
Shire View 72 Headingley Lane, Headingley, LS6 2DJ	Sold November 2020 Over a £1m generated for the capital receipt programme.
Shannon House Spenn Lane, West Park, LS16 5EJ	Leased out October 2021 Property moved into the investment portfolio and leased out which will release an adjoining site for disposal.
Bramley Housing Office 202- 204 Town Street, Bramley, Leeds, LS13 2EP	Property included in the capital receipt programme approved at Executive Board November 2020. Property being brought forward for disposal.
Woodsley Green Offices Woodsley Green, Woodhouse, LS12 3SU	Property included in the capital receipt programme approved at Executive Board November 2020. Options being reviewed to lease out the property and move into the investment portfolio.

South Pudsey Centre Kent Road, Kent Road, Pudsey, LS28 9HG	Property included in the capital receipt programme approved at Executive Board November 2020. Property currently closed not vacated. Estate solution identified for the occupying service.
Osmondthorpe Resource Centre Osmondthorpe Lane, Osmondthorpe, LS9 9EF	Options being explored for disposal of the site.
St George House Great George Street, Leeds, LS1 3DL	Leased out May 2021 Property moved into the investment portfolio and leased out which generated will excess of £1m in asset savings and income generation.

- The asset savings achieved in Phase 1 were £475,951 with additional income raised through leasing of over £720,000.
- Work is ongoing to deliver vacant possession of 7 properties included within Phase 2 (2021/2022) of the programme. Estate solutions are being sort by Strategic Asset Management for the occupying services to ensure their business needs continue to be met. Consultation is taking place directly with Chief Officers and Heads of Services and through the Trade Union Future Ways of Working working group for delivery of vacant possession early 2022. Early explorative work is underway to consider properties which can be included in Phase 3 (2022/23) of the programme and beyond including any commercialisation opportunities.
- In addition, to support current service delivery, the Strategic Asset Management team are supporting all directorates to understand what their medium to long term estate requirements will be to meet their service and business needs in line with their service reviews and future service delivery models. The focus of these discussions is on service provision and outcomes in the first instance rather than the buildings occupied, and is therefore customer focused, around which the real estate solutions which can support and underpin this will be determined. It is hoped that through this process further phases of estate rationalisation will be identified.
- Whilst there has been a gradual return into the estate by some staff, we need to let staff embed into their new ways of working pattern as restriction and infection level; ease. The uncertainty of the COVID-19 infection rates over the winter period could mean staff continue to be cautious regarding their return to the office.
- The dedicated office estate has been significantly reduced over recent years with the city centre estate reducing from 17 buildings to the three today, therefore, further estate realisation will need to draw on the service outcome discussions referred to above. This is particularly important given that our focus for further rationalisation will turn towards the locality estate, where many buildings provide some form of front-line service delivery. There may be qualitative improvements to customers accessing Council services if these are brought into fewer buildings, albeit it is recognised that there will be a careful balance to be achieved. Specific work is ongoing with the Children and Families and Communities, Environment and Housing Directorates in this respect. It is also important to note that further estate realisation will need to be supported by investment into our retained buildings to remodel and ensure they are fit for purpose, meet service need and maximise utilisation and capacity.

- In addition, a pilot project is underway to explore how we can create more flexible use, including by staff requiring desk and collaboration space, of our locality buildings including Community Hubs, Community Centres, Leisure Centres, Libraries and Museums. This for example may allow us to achieve better utilisation of our buildings, whilst providing benefits to staff in further facilitating agile working and reduced travel demand.
- Through the Future Ways of Working Programme, we have considered how we can ensure staff have access to the right spaces and have certainty when visiting buildings that there is space for them, whether this be desk, meeting or collaboration space. Meeting rooms have been bookable for many years via MS Outlook, however, a new booking application has been developed to allow staff to book desks and informal collaboration spaces. This is an easy to use web based booking system which will allow us to monitor usage of the estate but will also give staff the reassurance that space is available when and where they need it.
- As set out, in the first part of this paper, staff have told us that they want to use our buildings for face to face interaction and collaboration. Pilot collaboration areas have been developed in a number of buildings both in the city centre and in locality buildings using existing furniture in the estate. It is an opportunity to test new workspaces to understand how they are used if it is right for our estate and meets the needs of services and staff.
- In addition to the reconfiguration of the pilot collaboration workspaces trial hybrid technology has been installed into a number of meeting rooms to enable hybrid meetings to take place. A review of the technology will be undertaken by IDS to understand how it has been used and if it is suitable and adaptable to be rolled out further across the estate.
- Further engagement with staff is taking place to seek their feedback on these changes before rolling out across our retained estate, which again will be supported by additional investment funded through the Future Ways of Working Programme.
- The Council has a large number of Heritage properties within its estate, but we may not be the most appropriate owners of these important properties in the longer term. A review of our historic properties is underway to ensure that they have a purpose within the Council's estate and are well utilised. In some cases, it may be appropriate for the Council to dispose of buildings or partner others who are better placed to invest and provide the management and maintenance required, therefore providing a sustainable long-term future and safeguarding the heritage of the city. Where the Council does retain historic properties, there is the potential to leverage external grant funding to support schemes which deliver long term sustainability for these important buildings.

9. Employee Wellbeing

- Following the critical insights from the three wellbeing pulse surveys (May, June and October 2020), a fourth wellbeing pulse survey was carried out in August 2021. Once again, the survey attracted a response rate (3709 colleagues or 26% of total workforce) and included those working from home as well as those working in front line roles. The survey picked up on themes from the first three surveys and also included some targeted questions for two particular groups: carers and disabled colleagues. A further update on the results and associated action for carers and disabled colleagues will be brought to Scrutiny in January 2022.
- The headline results from the fourth survey showed that three in five staff (61%) when asked "how are you feeling?", were feeling fairly or very happy (an increase of 10%),

and fewer staff (17% from previous 20%) reported feeling fairly or very unhappy. This applies to staff working in the workplace and at home.

- For those that have had the opportunity to work from home, many referred to the benefits, including that they are able to concentrate and work productively. Others highlighted the benefits of working flexibly (or a mix of working from home and in the office), so that they can meet with colleagues and work with customers
- Respondents were asked if a range of concerns highlighted as being an issue in previous wellbeing surveys had improved, worsened or stayed the same. Workload pressures were identified as a growing concern. Encouragingly management support was the most improved area.
- Just over three quarters of staff (77% and a 3% increase from the last survey) reported they were happy with the level of support they were receiving. 9% reported feeling fairly or very unhappy with the level of supported provided (mirroring the previous survey). All managers have been regularly reminded about the importance of maintaining communication and contact with all team members, and in addition to this, ninety individual members of staff were contacted directly and supported via a dedicated HR team after making a call-back request through the fourth pulse survey.
- The Council's Wellbeing Offer and wellbeing offer booklet continues to be promoted and includes a whole host of wellbeing support sessions which are proving popular with staff.
- Funding has been committed, and proposals are currently being developed, to develop and train managers on flexing their approach to managing staff. This work is being brought forward by the future ways of working group and will build on all the training and resources provided over the last year.

Recommendations

Resources and Scrutiny Board is asked to:

- a) Note the contents of this report
- b) Consider and provide comment on the work to date and future estate realisation opportunities.

Why is the proposal being put forward?

- 1 The purpose of the report is to provide Resources and Scrutiny Board with an update following the report in November 2020.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 2 Estate Realisation is a city-wide programme and therefore considers Council owned properties across each ward in the city.

What consultation and engagement has taken place?

- 3 There have been extensive discussions at Strategy and Resources scrutiny board into reducing energy consumption within Council buildings and the approach to finding solutions for void properties as well as the Future Ways of Working Programme. As part of these enquiries, the board were made aware of the Estate Management Strategy and the discussions of the board have informed the drafting of the strategy.
- 4 As outlined in the main section of this paper, there have been a number of staff surveys and pulse surveys conducted throughout the last 21 months. Along with service support to find the appropriate real estate model to support service delivery. This feedback has provided rich evidence to inform and shape the new working approach and therefore the estate changes proposed.
- 5 There is an established fortnightly Future Ways of Working Trade Union working group which Strategic Asset Management attend to update on the Estate Realisation Programme element.
- 6 As outlined in the report there is continuous consultation and ongoing work with service, focusing on their service delivery models and outcomes, from which their estate requirements can be defined. This are being led through Asset Management Directorate Leads working with each directorate through their Estate Management Groups.

What are the resource implications?

- 7 Phase 1 of the Estate Realisation Programme identified and delivered savings of £475,951 plus the income of £720 k plus.
- 8 In order to support service delivery and deliver estate savings from optimising the estate footprint some investment was required to enable changes within our retained estate as well securing vacant possession for the buildings to be released. Through Future Ways of Working programme this investment has expanded to include wider investment requirements to support staff working from home and IT infrastructure upgrades in the estate. The overall budget allocated is £4.3m for which individual business cases will be prepared to draw down the funding.
- 9 The projected annual asset savings for Phase 2 of the estate realisation programme are projected to be a further £289,569. Future potential savings will be identified as further rationalisation opportunities are identified for future years.
- 10 Further estate realisation will need to be supported by further investment into our retained buildings to remodel them to ensure they are fit for purpose and maximise capacity.

What are the legal implications?

- 11 There are no specific legal implications in relation to this report.
- 12 A full equality, diversity and cohesion and impact assessment is being undertaken and will be constantly reviewed through the Future Ways of Working programme. An impact assessment was also undertaken to support the preparation of the Estate Management Strategy.

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

- 13 There are a number of risks associated with the implementation of the estate management strategy. Firstly, to ensure that a robust evidence based approach is taken to future estate decisions, there is a substantial amount of data which must be brought together. Whilst much of this exists, it is dispersed across a number of systems and as such a process of

bringing this together and data verification is underway. There is however a risk that some of the data required may be difficult to identify or verify. The Council's Integrated Digital Service has been reviewing our existing asset and estate management tools with a view to moving towards the delivery of a new Enterprise Estate Management system which will improve the storage, sharing and access to information in relation to our estate which will improve decision making and future management.

- 14 Delivering changes to and rightsizing the Council's estate is a constant task and dependent upon wider policy and cultural changes to ensure that staff can effectively work from home or in more agile ways. In addition, wider service delivery changes will be critical to maximising the extent of rationalisation possible as outlined in this paper.
- 15 Whilst the Council has a substantial estate, it is limited given the variety of competing needs, service requirements and priorities. This is a constant issue when reviewing the future use of land and buildings and new processes are being embedded to ensure that decisions are made in an appropriate and timely way.
- 16 There is the potential for local sensitivities regarding possible building changes, closures and disposals. Whilst the Council may not be able to utilise buildings, local attachment to buildings is understood and there is a commitment to early ward member engagement to understand such sensitivities and to help to identify solutions which can be supported locally.
- 17 Finally, the use of some buildings and potential for future development will be informed by existing and future planning policies. These will be prepared through the statutory plan making process and subject to independent review. Equally many proposals will be subject to planning consent which involves a period of statutory consultation whereby members of the public and statutory consultees have the opportunity to comment on proposals. This again can result in changes being made to proposals to address any issues raised having both an impact upon how we develop our operational estate but also our ability to raise capital receipts and expand the investment portfolio. To provide planning certainty, sites are considered by Strategic Development Group which is an officer working group involving Planning, Highways and Conservation officers and early pre-application discussions will take place around emerging proposals.

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

Inclusive Growth

Health and Wellbeing

Climate Emergency

- 18 The Estate Management Strategy is underpinned by each of the Council's key pillars. This is fundamental to the success of the strategy and will ensure that property decisions as a result fully consider these themes.

Options, timescales and measuring success

a) What other options were considered?

- 19 The council is under an obligation to have an up to date estate management strategy and therefore there is no option but to bring forward a new document. That said a number of alternative approaches to structuring the document were considered. Asset management or estate management strategies brought forward by other organisations are often bricks and mortar lead. However, in the case of the strategy proposed for approval as part of this paper, an approach which is underpinned by the council's three pillars and desired city outcomes was chosen as this is considered to drive greater benefits to the City, its residents and its businesses.

20 In seeking rationalisation opportunities, building running costs, maintenance requirements and the ability of the building to meet customer, service and staff needs are considered. In addition, the future use and development potential for sites, including their ability to be sold or leased is considered.

b) How will success be measured?

21 Progress in each of these areas will be overseen and monitored by the Council's Corporate Estate Management Board. This includes a focus on estate rationalisation progress but will focus on the following:

- i. Our estate is well utilised, and supports service provision to residents and communities across the city
- ii. We have a clear 5-year vision for each of our buildings and an associated maintenance plan
- iii. We continue to reduce the number of properties in Void Management
- iv. We have a strong investment portfolio, which is well managed and delivering a sustainable income stream
- v. We continue to dispose of surplus properties using the most appropriate method based on the property and market conditions
- vi. We maximise joint working with partners to ensure that our estates across the public sector are complimentary and where appropriate shared.
- vii. We make strategic acquisitions to support future regeneration and change within the city
- viii. Our estate is leveraged to support regeneration within our communities and the city centre and supports the city in becoming carbon neutral.

c) What is the timetable for implementation?

22 The Estate Management Strategy will be implemented immediately guiding the use, planning and management of the estate and preparation and ongoing review of the implementation plan.

23 The Estate Realisation Programme is an ongoing programme, currently we are delivering phase 2. The ongoing work with services set out in this paper will inform future phases of the programme.

Appendices

24 Estate Management Strategy 2021-2025.

Background papers

25 Resources and Strategy Scrutiny Board Report 16th November 2020 Agile Working Approach and Estate Realisation.

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LEEDS CITY COUNCIL ESTATE MANAGEMENT STRATEGY

2021-2025





This Estate Management Strategy will provide the basis for decisions about how we use our land and buildings, how our estate will be managed and importantly how we will make best use of our assets to deliver transformational services, reduce our operational costs whilst increasing income.

Forward

As we emerge from the COVID-19 Pandemic, it is important that we put the right framework in place to support the continued delivery of services to the most vulnerable, support the growth and transformation of our neighbourhoods and the city centre, and ensure that the Council is in a strong position to support the City and its people.

The pandemic has resulted in changes to our daily lives, many of which will be with us for a long time and some will become permanent. For the Council, the pandemic has changed the way that some services are delivered and the way that politicians and staff work. This will change the way we use our buildings and will allow us to reduce the size of our estate to help to meet the financial challenges we continue to face as a result of not only the pandemic but year on year reductions in the level of funding received from Central Government.

The ability to deliver good quality front line services will continue to be underpinned by our buildings, which need to be suitable for the expected provision/ fit for purpose, in the right locations and in good condition. Whilst we will shrink our estate, we will focus on our best buildings, both in

terms of their condition and sustainability, ensuring that customers and visitors have the best possible experience when accessing services, seeking advice or visiting attractions.

The Council declared a Climate Emergency in 2019 which will require us all to make changes. The Council is already embarking on significant programme of investment into its retained buildings to reduce their carbon footprint including the replacement of gas and oil heating systems with heat pumps, improving the thermal efficiency of buildings, and where appropriate connecting buildings to the District Heat Network which takes its heat from the Recycling and Energy Recovery Facility in Cross Green. However, we also need to use our land to support tree planting and other technology and infrastructure which helps to reduce the city's carbon footprint.

Our operational estate as well as surplus buildings can support regeneration and growth, particularly in our town and district centres and within our communities. Making land available for new housing is particularly important to support our own Council Housing Growth Programme and affordable housing delivered by Housing Associations as well as market housing. Meanwhile

generating increased footfall in our localities through improved utilisation of the Council's building can help to support the vitality and vibrancy of local centres and the businesses within them.

This Estate Management Strategy will provide the basis for decisions about how we use our land and buildings, how our estate will be managed and importantly how we will make best use of our assets to deliver transformational services, reduce our operational costs whilst increasing income, and in a way which helps people, the city and its businesses to thrive.

Councillor Debra Coupar
Executive Member for
Resources

EXECUTIVE SUMMARY

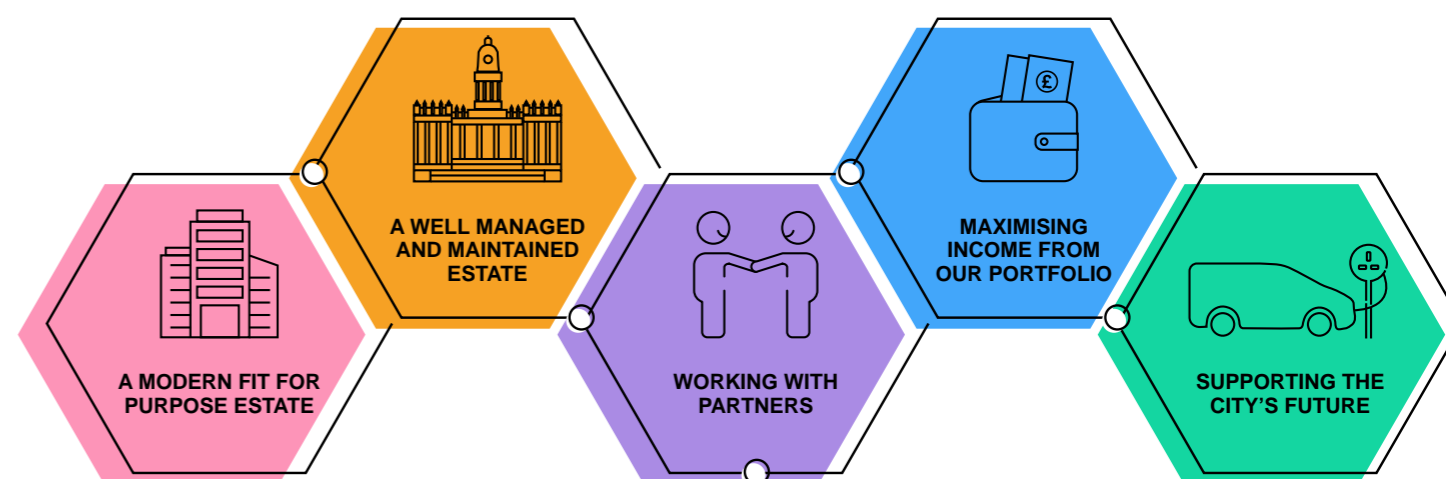
Leeds City Council is the largest property owner in the city and owns and operates a large estate of building and land assets. Our estate has been inherited, built and acquired over many years and is made up of over c800 individual operational buildings excluding schools and housing, 1,000 investment assets which include properties occupied by third parties delivering an income to the Council and c9,000 hectares of land. Our operational buildings equate to around 60% of the Council's carbon footprint and consist of children's centres, day centres, care homes, leisure centres, museums, libraries, community hubs, office accommodation and depot facilities. Our investment portfolio is made up of prime investment assets such as office buildings; Leeds Arena; Industrial properties; leased out Community Assets; Agricultural Land; assets to support Economic Development; buildings which are occupied in part or in whole by third parties; and miscellaneous buildings and structures such as electricity sub stations.

The Council last prepared an Asset Management Strategy in 2014. This set out key principles around the how the Council would manage its assets to achieve its strategic outcomes, work with partners across all sectors to make best use of land and buildings, and ensure the estate is efficiently used and where appropriate rationalised. Whilst much of this document

remains relevant, the COVID-19 pandemic has accelerated a number of trends including changes to the way we work, the way services are delivered and therefore the way we use our estate. Whilst the initial periods of lockdown enforced home working for 8,000 desk based staff, through staff surveys conducted in 2020/21, the appetite from many staff to continue to predominantly work from home has become clear, but this must be balanced with service delivery requirements, the recognised benefits of face to face interaction, and the learning and development that coming together with teams and colleagues brings.

The pandemic has also increased the financial pressures that the Council is facing and therefore a new Estate Management Strategy has been prepared for the period from 2021 to 2025, setting out the way in which the Council will strategically plan and manage its land and property assets to ensure that it fulfils all of its priorities and to enable the people, the city and its businesses to thrive. This strategy sets out a number of guiding principles which will inform future estate planning and decision making. An implementation plan which will be a live document setting out the changes to our estate will be maintained by Asset Management and will inform planned maintenance and day to day management of our estate.

The strategy is underpinned by 3 pillars: Inclusive Growth Strategy; Climate Emergency Declaration; and Health and Wellbeing Strategy, with 5 guiding principles identified to inform future planning and management of the estate:



Our estate must respond to and meet service requirements including the delivery of statutory and front line services as well as back office functions, team working and work with partners. The shape, format and use of the estate will therefore be informed by user needs, will be guided by service reviews and must sit hand in hand with organisational design changes. This will allow us to rightsize the Council's estate, focusing on our most efficient, flexible and best quality buildings will reduce the Councils' operational cost, whilst allowing opportunities for capital receipts and support our target of Carbon net zero. We have defined an ambitious working target of a 50% reduction of our core office estate. In addition we anticipate that service reviews will identify additional opportunities as we seek to ensure that all of our buildings are appropriately utilised, supporting both the user and customer experience.

Implementation of the Strategy will be led by the Asset Management and Regeneration Service in City Development for strategic planning and delivery of new investment, and Facilities Management within Resources, providing hard and soft facilities management services. Corporate Estate Management Board will oversee the estate with decisions made in line with existing delegations and via Executive Board.

Overall, given the size and geographic spread of our estate we have an opportunity to transform it to support radically different service delivery models, culture and ways of working. The more flexibility that we can create within our estate, the more opportunity for our buildings to not only support and facilitate the Council's activities but also open up the scope to rent out spaces and support greater collaboration with partners, community groups and other organisations




CONTEXT


The Council last adopted an Asset Management Strategy in 2014, which guided the continued reduction of the Council's estate to deliver operational cost savings through the Changing The Workplace programme, with a primary focus on the delivery of higher quality office accommodation, releasing some of our more tired and less flexible buildings.


Key Achievements so far


Page 40

 **Reduced city centre office estate from 13 to 4 buildings**

 **Reduced our property running costs by £5m between 2013 and 2017**


 **Opened a refurbished Merrion House.**

 **Newly opened or refurbished 15 Community hubs**

 **Reduced our leased space by 11,940 m2**

 **Secured funding for Leeds Town Hall repairs and refurbishment**

 **Increased rental income from the investment portfolio with the use of the Strategic Investment Fund**

 **Delivered accommodation for the integrated health and social care programme**

Since 2010, the Council has faced substantial reductions in its base budget and through a process of asset rationalisation has sought to reduce building related costs, focusing on reducing the overall number of buildings and floorspace within the estate and particularly seeking to reduce the number of leased in buildings. The Council continues to face severe financial pressures and the COVID-19 pandemic has also resulted in substantial changes to service delivery and therefore the requirements of our future estate. As such, there is a need to quickly further reduce the Council's operational estate, as well as reducing the costs associated with our retained properties, doing so in a way which continues to support our staff, the delivery of transformative service provision and to provide vital frontline and back office services.

As the economy recovers from the impact of the pandemic, the need to support and sustain the regeneration and growth of our town and district centres as well as the city

centre is ever more important. The way we use our whole estate can make an important difference, with our investment portfolio able to play a vital role in this area as well as our ability to make targeted acquisitions to support future regeneration schemes which can bring a wide range of benefits to local people including improved job opportunities as well as physical improvements to the urban landscape,

Now is therefore the right time to bring forward a new Estate Management Strategy, setting out some high level principles which will shape our estate into the future and ensure the benefits of any changes we make are maximised and sustained.



WHAT IS THE ESTATE MANAGEMENT STRATEGY?

This document sets out the overarching principles which will guide the future planning, use and management of our general property portfolio to meet the City and the Council's aspirations in the coming years. This focuses on our operational and investment properties, although the Council has an extended property portfolio including schools and social housing, both of which are addressed through their own strategies given their separate management and governance arrangements.

The Best Council Plan sets out the Council's ambition for Leeds to be the best city in the UK: compassionate and caring with a strong economy; which tackles poverty and reduces inequalities; working towards being a net zero carbon city by 2030. From 2022 this is set to become the City Ambition bringing together shared and interlinked priorities shared by the Council and its partners, and how we will work in partnership to support strong delivery. The three pillars will continue to be:



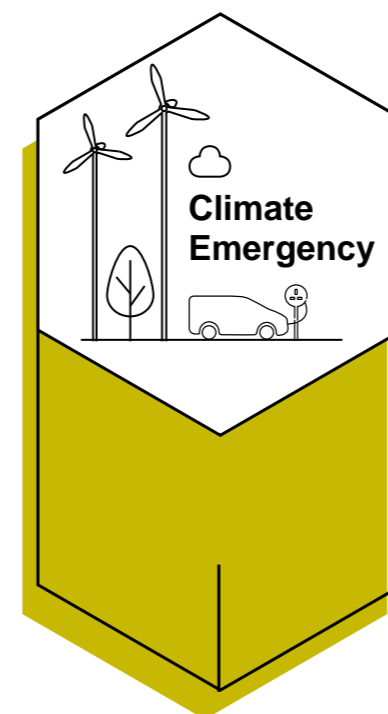
The Leeds Inclusive Growth Strategy

sets out how Leeds City Council, the private sector, universities, colleges and schools, the third sector and social enterprises in the city will work together to grow the Leeds economy ensuring that everyone in the city contributes to, and benefits from, growth to their full potential. It also sets out how the city will promote a positive, outward looking image on the global stage seeking to increase



The Leeds Health and Wellbeing Strategy

Sets out how the Council and its partners can create the best conditions for people to live fulfilling lives, creating a healthy city with high quality services



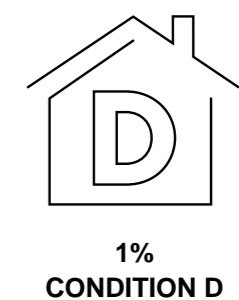
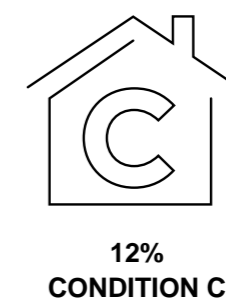
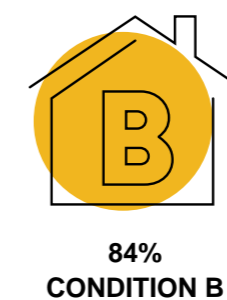
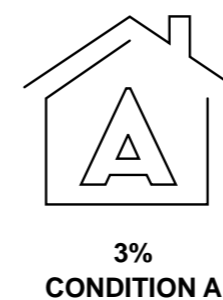
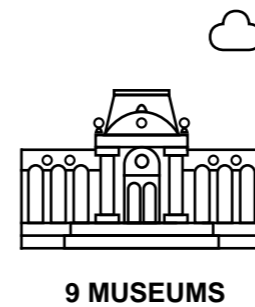
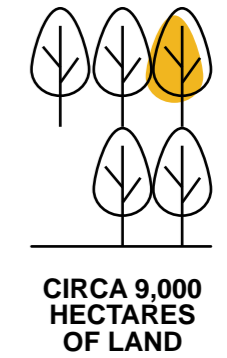
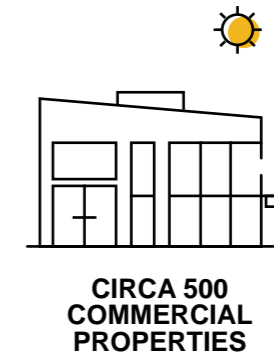
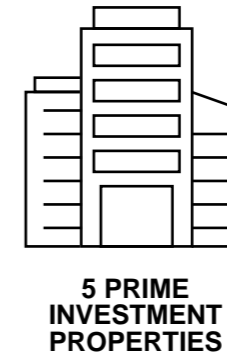
Climate Emergency

In 2019, Leeds declared a climate emergency and set a target for the city to be a net zero carbon city by 2030. Our strategy requires the Council to reduce its own carbon footprint with a target to reduce the carbon footprint of our estate by 50%, whilst also supporting the development of sustainable infrastructure and encouraging sustainable modes of travel.

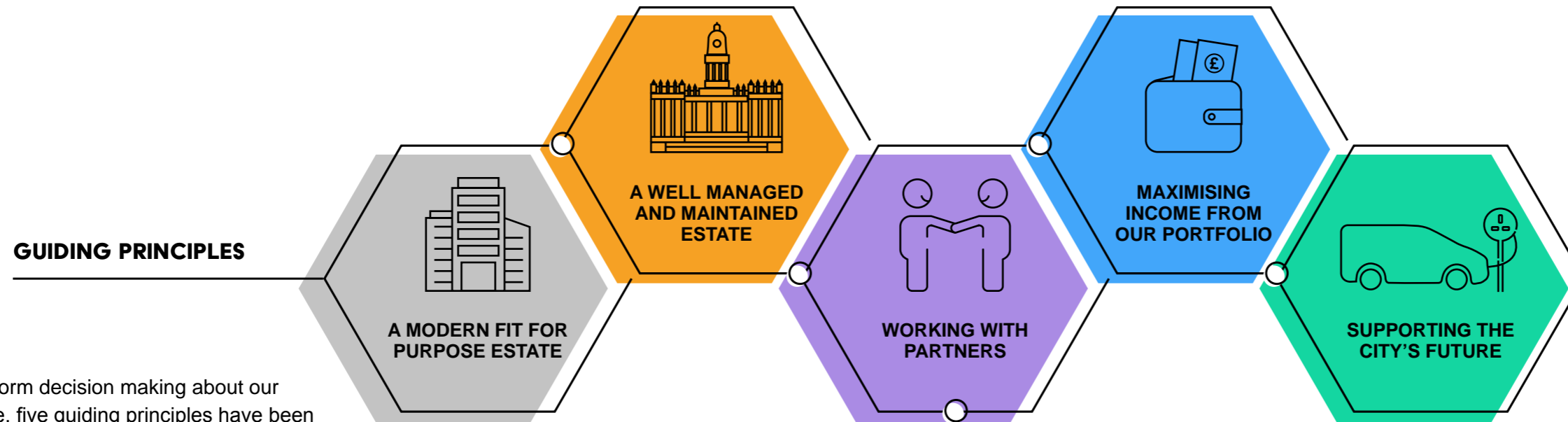
OUR PROPERTY PORTFOLIO

The Council's property portfolio is naturally wide ranging given the diverse range of services provided. Equally our buildings date from the 10th Century Kirkstall Abbey through to more modern buildings which are primarily used for office accommodation and

service delivery. In addition the Council has a range of other buildings providing visitor destinations, access to a wider range of services, parks and greenspace, investment properties and depot facilities. The key metrics are summarised below:



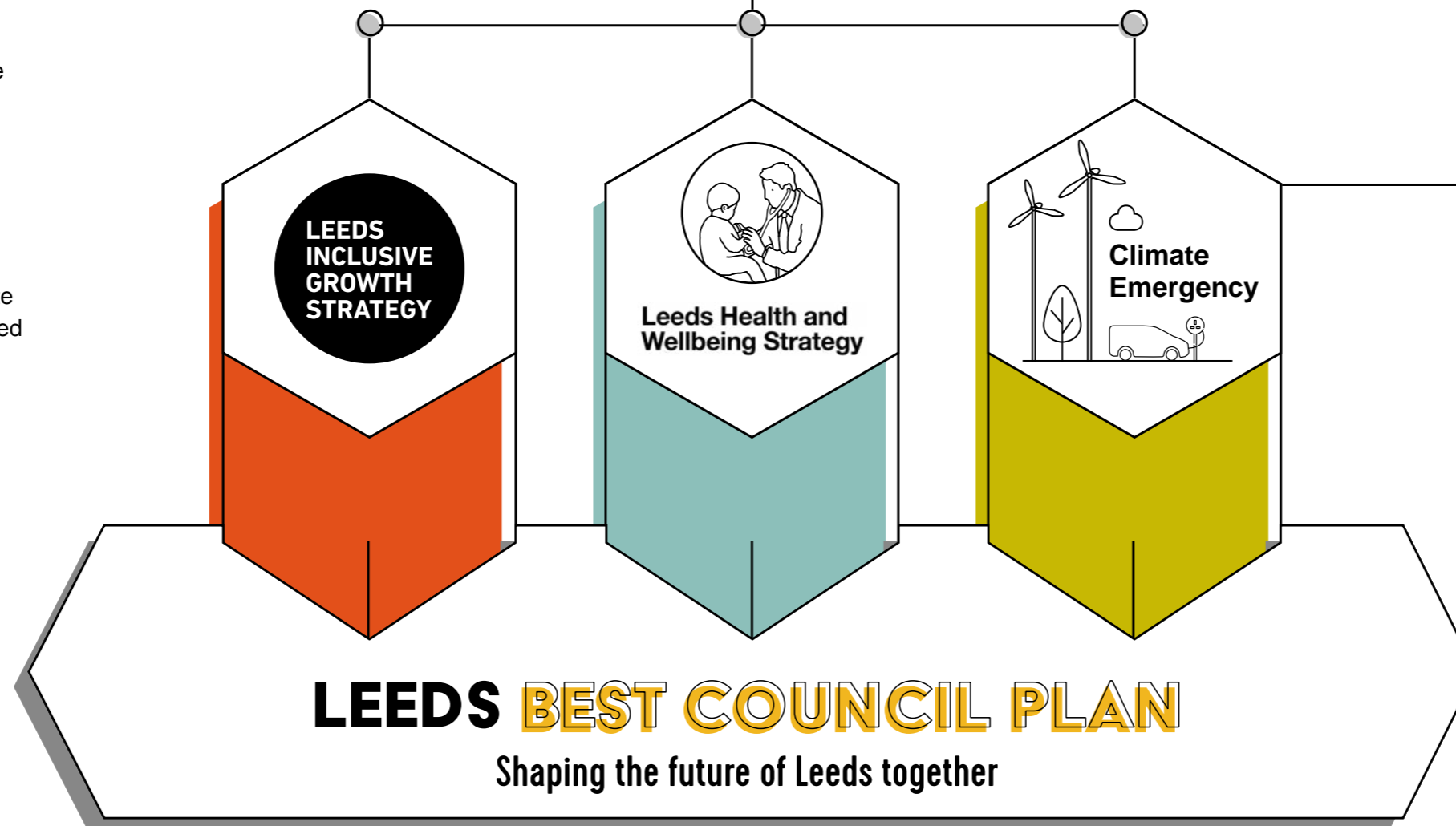
OUR ESTATE – GUIDING PRINCIPLES



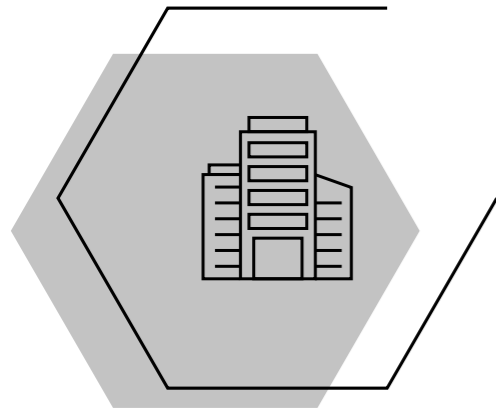
To inform decision making about our estate, five guiding principles have been established:

- A modern fit for purpose estate
- A well managed and maintained estate
- Working with partners
- Maximising income from our portfolio
- Supporting the City's future

These will guide the way that our estate is planned, used, managed and invested in to support the aims, ambitions and priorities of the Best Council Plan, Inclusive Growth Strategy and Health and Wellbeing Strategy.



3 PILLARS



FIT FOR PURPOSE AND MODERN ESTATE

Our operational estate is the cornerstone of our property portfolio and is often the gateway for members of the public to interact with the Council, whether through seeking advice or access to support, visiting museums, libraries, attractions, parks and gardens and leisure/wellbeing facilities. Our operational estate also provides office accommodation for the Council's c8,000 office based staff, as well as welfare facilities for front line staff across our depot facilities.

The Covid-19 pandemic has accelerated a number of trends which have emerged over recent years, with increased digitisation and integration of our systems, greater levels of digital access to services, and a more agile workforce. Services in the future will be less focused on buildings but rather about the most effective ways of providing high quality services to customers, around which estate requirements and solutions can be wrapped.

SUPPORTING FRONT LINE SERVICES

Ensuring front line services are supported with access to fit for purpose buildings is essential in ensuring the priorities and ambitions in the Council's three pillar strategies are realised. Over time, service delivery models will evolve to further enhance the way in which residents access services and seek support. Work will continue with services providing customer access as well as other core front line services such as children's and adults

social care to ensure that the estate responds to and supports future service transformation programmes.

This extends to our wider range of front line services including highway maintenance, cleansing and waste collection. The Council is already investing in a new depot facility at Cross Green which will support the transformation of our waste service, with work also underway to deliver a new warehouse and service hub for Assisted Living Leeds in Stourton. We also have a number of other depot facilities which are being reviewed to identify efficiencies whilst also recognising that they have lacked investment over many years and those retained therefore need to be supported by programme of investment.

In some parts of the city we have numerous buildings housing individual services and functions, including the provision of community spaces primarily within Community Centres. However, not all of our locality buildings are fully utilised and whilst it is important to ensure essential services and community space is provided, bringing this together into fewer, but better buildings will be essential.

OFFICE ESTATE

Within many of our core buildings, long gone are the days of individual members of staff having dedicated desks, the Council's Changing the Workplace programme was established in 2012 mainstreaming the principle of 'hot desking' which has made more effective use of our estate, reducing the number of under utilised desks as staff are working either from home, in meetings, in other locations or taking leave. However, from surveys undertaken before the pandemic, it was clear that there remained high levels of under utilisation.

The Covid-19 Pandemic enforced home working and whilst the office will continue to be an important component of our estate, a 'hybrid' working approach will be adopted whereby staff will come into the office frequently, but this will vary service by service subject to service need and the type of work being undertaken. Desk based activities will be less focused within our office accommodation, with staff more likely to use the opportunity of coming into workspaces to collaborate, meet with one another and wider teams, and for learning and development. Staff and services will also be encouraged to make use of our wider estate to help to support the continued rightsizing of the estate whilst sustaining and better utilising our operational buildings across the city.

To ensure that our estate meets the requirements of services and staff, some

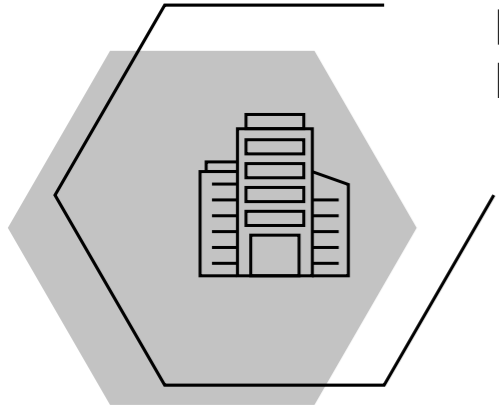
remodelling will be required to create more spaces for collaboration and learning, taking on the form of more informal meeting and breakout spaces. These spaces will be in place of existing desks and will be designed with input from services and continual feedback from staff to ensure they are fit for purpose. This will be accompanied by other health and safety and equality, diversity and inclusion works where required. The success of 'hybrid' working is heavily dependent upon the availability, usability and functionality of digital infrastructure and technology to ensure that staff are able to work in an agile way and that meetings can successfully run both in place and virtually. To accompany this, the Leeds Full Fibre Programme is delivering full fibre connectivity to each of the Council's buildings with the benefit of providing wider infrastructure for investment across the city to create enhanced connectivity within communities.

RIGHTSIZING OUR ESTATE

The rationalisation programme already underway will continue with a focus on ensuring that we retain our best buildings and those with the most local importance. This will be data driven, reviewing factors such as building usage, location, facilities, backlog maintenance requirements, sustainability and overall running costs. The agile and hybrid ways of working being embedded across the Council will underpin this as will the sharing of buildings by a range of services as we



FIT FOR PURPOSE AND MODERN ESTATE



move away from single service properties. In addition we will seek out opportunities to work with partners to share our respective estates which will not only offer potential efficiencies but also improved customer access through more integrated service provision. It is therefore essential that our retained buildings are remodelled to ensure that they meet service and staff requirements, creating greater opportunities for collaboration, building in new technology to ensure the hybrid way of working can be supported and embedded.

HISTORIC AND SENSITIVE BUILDINGS

The Council owns 96 properties and structures which are of a historic and therefore sensitive nature. All of these properties will be reviewed to ensure that they are well

utilised and that there is an appropriate management and maintenance plan in place. However, the Council is not always the best custodian of these assets either due to our estate requirements or budget and therefore releasing some of these properties will be essential to protect their long term future whilst also reducing the Council's financial burden. For those properties which are retained by the Council, funding will need to be found to ensure that they are appropriately maintained and conserved. This may involving seeking grant funding from organisations such as the Heritage Lottery Fund.

CORE PRINCIPLES

Our estate must:

Adapt to meet changing customer requirements.

Support changing service delivery models.

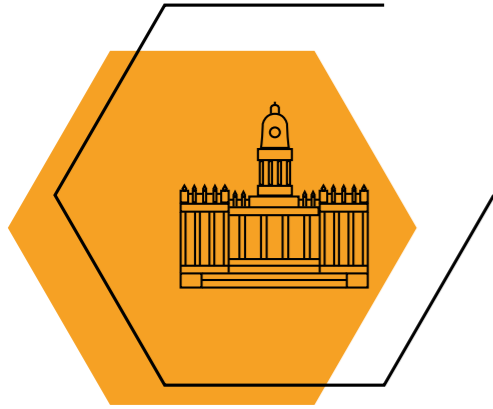
See a 50% reduction in the floorspace of our core office estate from January 2020.

Support service provision/ customer access.

Support agile working across all of our buildings and provide the right accommodation for services to be delivered effectively and efficiently.

Be rightsized ensuring it is affordable now and in the future.





A WELL MANAGED AND MAINTAINED ESTATE

A WELL MANAGED AND MAINTAINED ESTATE

Effectively managing and maintaining our estate is essential. Facilities Management services are provided via Civic Enterprise Leeds (CEL), who provide management services for our core office buildings. Historically, a large proportion of our estate has been managed by individual services leading to different standards, policies and procedures in place across different buildings. To ensure that we have a more consistent approach to building management, and that all statutory requirements are fully met, CEL will take on facilities management responsibilities across our entire estate, with three tiers being adopted:

RESPONSIVE, PLANNED AND BACKLOG MAINTENANCE

We have not been able to afford to invest in our estate as much as we would have liked to due to the Council's overall funding pressures and this, as well as an ageing portfolio has led to the level of backlog maintenance requirements we have today. Through the work to rightsize the estate, we will seek to release some of our most costly buildings both in term of running costs and those with the highest backlog maintenance. However, this will not always be possible and it will therefore be important to have a programme of investment into our retained estate to ensure that buildings are properly maintained, that backlog maintenance requirements are addressed and that operational costs are minimised. This will involve taking a longer term view about the maintenance needs of

our estate to support our financial planning processes as well as the specific needs of our heritage properties.

ENERGY REDUCTION AND CLIMATE EMERGENCY

Following the declaration of the Climate Emergency and the Council adopting the target of 2030 for the city to be carbon neutral, this has become a key driver in reviewing our estate and seeking investment to make our retained buildings more sustainable through a range of measures to reduce the Council's carbon footprint. In 2021, the Council secured £25 million to invest into a number of buildings both within our operational estate and several schools, to replace gas fired boilers with heat pumps, replace existing lighting with LED lighting and improve thermal loss through installing installation and replacing windows. This complements the city's District Heat Network the main heat source for which is the Recycling and Energy Recovery Facility in Cross Green, with a number of our core buildings including Leeds Town Hall and Leeds Civic Hall being connected to take heat from the network.

An Energy Strategy is to be prepared which will guide future investment decisions and opportunities to seek grant funding to help to reduce the Council's carbon footprint, which will also be supported through the estate rationalisation process. Equally, the ability for staff to work from home more regularly, and be more agile and flexible working from a range of locations has the potential to reduce the demand for travel, both commuting and for work purposes.



MANAGING OUR VOID PROPERTIES

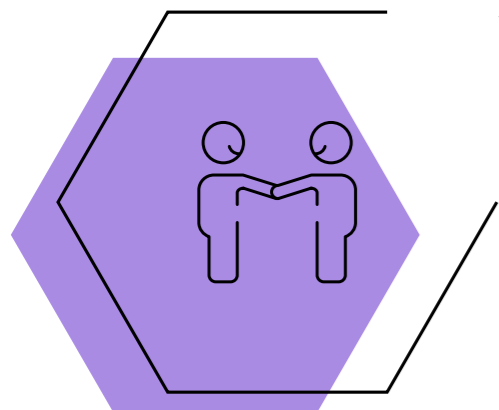
The cost of managing our void properties in 2020/21 was in excess of £400k. To reduce these costs, we have made changes to our void management processes to ensure that we make more timely decisions on the future use of properties, before they become surplus to requirements. This process will be kept under review but where possible will involve

early work to prepare properties for marketing and disposal, or high level feasibility to support business case preparation for re-use/ redevelopment schemes for other priority programmes. In addition we will review and where appropriate appeal National Non Domestic Rates to ensure that the Council only pays the rates it is liable for based on the

CORE PRINCIPLES

We will:

- Reduce the carbon footprint of our estate by 40% by 2025
- Bring forward a long term plan to ensure our retained estate is in a good condition
- Reduce the size of our estate so that it can be better managed and maintained within available financial resources
- Make timely decisions about how we move properties on which become surplus to operational requirements
- Roll out a corporate building management approach to ensure consistent management across all of our estate



WORKING WITH PARTNERS

The Council prides itself on the strength of partnership working across a wide range of areas of work, with its estate being no exception. We will continue to seek to further strengthen the level of partnership working with communities, across the public sector, third sector and private sector to achieve the aspirations and outcomes of our three pillar strategies. In addition the Council has good relationships with a range of funders including Heritage Lottery Fund and the Arts Council which provides additional funding opportunities around our heritage assets.

ONE PUBLIC ESTATE (OPE)

The Council has for many years worked positively with partners and through early rounds of the One Public Estate Programme formed strong relationships to deliver integrated health and social care hubs. This has formed the basis for then sharing our estate with a range of other partners with some of our core buildings in the city and our communities being shared with the police, Leeds Community Health, the wider NHS and a range of other service providers.

We will continue to engage with the West Yorkshire One Public Estate Programme to work with public sector partners across West Yorkshire to share intelligence and learning, and explore opportunities for further join up, sharing and integration of our estates where this can deliver efficiencies and improved services to residents. This may involve

other organisations taking more space within our estate, or equally some of the Council's service provision taking opportunities in partners buildings to further improve delivery. Such opportunities may attract funding from future rounds of the Governments One Public Estate Programme, but projects outside of this programme will also be explored.

COMMUNITY ASSET TRANSFER (CAT)

The Council has a proven track record of transferring properties and service provision it is no longer able to run to community organisations to continue to provide important services to local residents, whilst becoming self sustaining and not reliant on Council financing. Most notably the transfer of Bramley Baths and Yeadon Town Hall are two successful examples. As our estate rationalisation programme progresses, the potential for further CATs will emerge. Separate guidance has been prepared which provides more detail about the CAT process and the Council's requirements, with interested organisations required to draw together full business cases setting out how they will deliver any capital works to the building and sustain it in the future for the benefit of the local community.

WORKING WITH THE PRIVATE SECTOR

Partnerships with private sector partners are equally important to deliver growth and investment into the city. When making

decisions about the long term future of our estate, alternative uses and delivery approaches are considered. The Council has a long history of working with partners to bring forward regeneration and redevelopment schemes facilitated through either the disposal of Council owned land and buildings

or entering into development agreements to facilitate investment and growth. This will continue, supporting our ever changing city and wider transport investment programmes which will create new opportunities for investment.



CORE PRINCIPLES

We will:

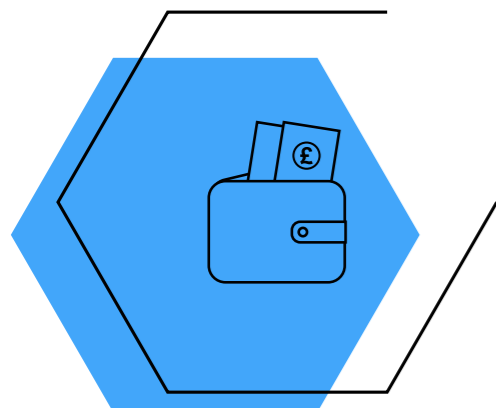
Continue to engage positively with the West Yorkshire One Public Estate Partnership to share knowledge, intelligence and expertise.

Explore opportunities to share our estate with partner organisation and utilise others' buildings where this improves service delivery.

Work with community organisations to progress Community Asset Transfers where there is a viable business case to do so.

Proactively explore opportunities to bring forward projects under future rounds of the One Public Estate Programme where this can support our wider ambitions..

Work with development partners as we leverage our estate to support regeneration and economic growth.



MAXIMISING INCOME FROM OUR ESTATE

Maximising income from our estate will continue to be important and will take two forms:

- Disposal of surplus assets
- Leasing of our Investment properties

DISPOSAL OF SURPLUS PROPERTIES

As we reduce the size of our estate, many of our surplus properties will be disposed through the Council's Capital Receipt Programme. These receipts have been a vital part of the Council's funding strategy, supporting the delivery of essential services over the last 20 years, generating in excess of £500m over this period. The programme will continue to be an important source of income for the Council, although it will reduce in scale as we begin to have fewer surplus assets available. A range of disposal routes are used, including inviting bids, auctions and where there is a robust justification via one to one negotiations. Whilst we will seek to complete disposals as quickly as possible to reduce void management costs, it can sometimes take time due to the complexity of some sites, and the terms of some disposals meaning that they are reliant upon the purchaser securing an acceptable planning consent in order to maximise our return.

INVESTMENT PROPERTIES AND COMMERCIALISING OUR ESTATE

The Council has a wide ranging investment portfolio including prime investment properties such as Leeds Arena and 3 Sovereign Square

as well as commercially let properties and small industrial units. In addition, there is an extensive agricultural portfolio which as well as agricultural land, includes facilities such as playing pitches and club houses which are let to sports clubs across the city. The portfolio is important in supporting the Best Council Plan and in particular the Leeds Inclusive Growth Strategy with many of the smaller units providing space for new and growing businesses.

We will dedicate more resource towards managing our investment portfolio in order to seek to maximise the revenue income generated, which currently stands at c£11m per annum, minimise arrears and ensure that legal obligations as a landlord are met. Some of our leased out estate is tired and as such income can not be maximised. Equally, it does not provide the right conditions for businesses to flourish. Thus, a programme of improvements will be proposed which will be supported via increased revenue opportunities.

Seeking new sources of income is important. We will explore the potential to create additional small industrial facilities provided that this is viable. In addition we will actively seek new investment opportunities where these meet both funding requirements and our investment strategy, namely that they are within Leeds, and that they support or contribute to the economic growth and regeneration of the city.

Where operational properties become surplus to requirements, the opportunity to move these into our investment portfolio will be considered. As an example, St George House in the city centre, formed part of our core office estate, and as our requirements have changed, in 2021 it was moved into our investment portfolio and has been commercially let. In addition, we will also work with partners to explore opportunities for sharing space within our operational buildings, which can also provide additional sources of income.

Our investment portfolio will remain under constant review. Subject to market conditions,

lease arrangements and managing our risk profile across sectors, opportunities to dispose of investments may emerge. This has recently been the case with the disposal of a number of properties which were acquired to support the development of the Leeds Enterprise Zone, some on a speculative basis. Following the successful letting of all properties and the strength of the industrial market, the opportunity to sell the investment was realised.

CORE PRINCIPLES

We will:

Continue to dispose of surplus properties to secure capital receipts.

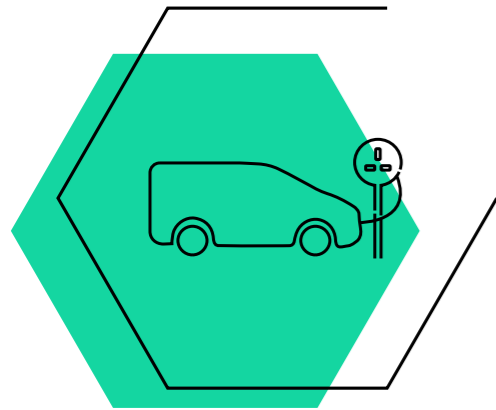
Ensure that our investment portfolio is robustly managed.

Seek opportunities to grow income from our Investment Portfolio through targeted investment into existing properties and the development of new properties.

Explore the opportunity to grow our investment portfolio by utilising surplus operational properties for new lettings.

Work with partners with space requirements to lease space within our operational portfolio

Review our investment portfolio and remain open to the sale of investments where there is a strong justification for doing so.



SUPPORTING THE CITY'S FUTURE

Being one of the largest landowner within the city, the Council has the ability to play a unique role in promoting economic growth, regeneration, inward investment, and job creation. The Council has a strong tracked record of leveraging its estate and targeting new investment to support regeneration and growth. Equally, the Council has statutory Compulsory Purchase powers which can be used to unlock opportunities for change where there is a strong case to do so.

SUSTAINING AND GROWING THE CITY AND OUR TOWN AND DISTRICT CENTRES

The Council will seek to use its estate to promote new investment through the targeted release of development sites and surplus buildings for re-use or redevelopment for housing and other commercial uses, providing not only economic but social and physical benefits to local communities. Our heritage properties in particular can support place making and reinforce local identity. The use of our retained estate can also support the local economy. Through ensuring that our operational buildings across the city are well utilised by our own staff and partners, we can encourage increased footfall into our town and district centres as staff work in a more agile way. The added footfall within local centres by Council staff and visitors to Council buildings could lead to increased spend, supporting small businesses to be sustained, invest and grow.

Regeneration and growth schemes will

also continue to be driven forward by the Council utilising our estate as leverage and where appropriate ensuring that the Council plays a leading role in the shaping of new development schemes. East Leeds Extension is a live example where the Council's land holdings and compulsory purchase powers have underpinned the construction of the East Leeds Orbital Road and delivery of housing. Equally, the Council has disposed of large areas of land for housing in other parts of the city, including a large number of sites in Seacroft and Halton Moor which will deliver over 1,000 new homes on brownfield sites alongside investment into greenspace and infrastructure.

Our Agricultural portfolio provides opportunities for future strategic development subject to planning policy decisions and the city's future needs. These opportunities will remain under review and we will consider making other strategic property investments which have the potential to support future regeneration and growth.

As the city changes, some of our operational services may need to relocate. As outlined elsewhere in this document, in 2019, the Council committed to the relocation of Assisted Living Leeds from their existing building adjacent to Leeds Dock to a newly acquired industrial property in Stourton. Whilst this will support service delivery improvements, the key driver is the opportunity to secure new mixed use development around Leeds Dock and the

Climate Innovation District, as the city centre expands and diversifies.

SUPPORTING THE COUNCIL'S PRIORITY PROGRAMMES

The Council has a number of priority development programmes focusing on the development of social and affordable housing, specialist residential accommodation and ensuring the required number of school places are available. The Council has its own Council Housing growth programme which delivers both general needs and specialist

accommodation with a target to deliver 300 new homes per annum. To support this programme, our surplus properties are considered but to meet demand requirements, particularly in parts of the city where the Council has fewer assets, the acquisition of additional land will be explored. Meanwhile, the Council has strong links with Registered Providers and through property disposals will seek to support both affordable and market housing growth.



SUPPORTING THE CITY'S FUTURE

REDUCING THE CITY'S CARBON FOOTPRINT

Whilst there is a strong focus on reducing the carbon footprint of our estate, the Council also has a vital role to play to support the city in achieving carbon neutrality by 2030. As technology develops, the demands for land to support energy generation and storage, carbon capture, and new infrastructure is required. We intend to plant 5.8 million trees on Council land over the next 25 years supporting ecology, biodiversity and tackling climate change. In addition, local food production is becoming ever more important. All of these initiatives have competing and complementary land requirements and we will work to use our estate effectively to balance these needs.

Already there has been significant investment into three Park and Ride sites in the city (Elland Road, Temple Green and Stourton) which have in excess of 3,500 spaces between them. This removes large numbers of journeys by private car from the city centre. Stourton Park and Ride is the first fully solar powered Park and Ride site in the country with the power generated used to power electric zero emission buses.

Given the success of the existing Park and Ride facilities, sites for additional schemes on main arterial routes will be explored. In addition as other public transport improvements are explored to improve availability and attractiveness, land to support these schemes will need to be identified and secured.

CORE PRINCIPLES

We will:

Leverage our assets to support the regeneration and growth of the city, town and district centres.

Use our statutory powers where appropriate and as a last resort, to unlock redevelopment schemes which provide regeneration, economic growth and community benefits.

Identify surplus properties and land to support the Council's priority programmes including Housing Growth and delivery of adequate numbers of school places.

Proactively explore and plan how our land can be used to meet the Climate Emergency



IMPLEMENTATION AND MONITORING PROGRESS

There are a number of services within the council directly responsible for the implementation of this strategy. A Property Management Review was undertaken in 2021, the purpose of which was to ensure that property related activity sat in the appropriate services within the Council. The two primary areas where responsibility for property sits are:

STRATEGIC ESTATE PLANNING (CITY DEVELOPMENT DIRECTORATE, ASSET MANAGEMENT AND REGENERATION)

Asset Management:

Estate Strategy/ Planning

Identifying estate solutions to meet service need, and support regeneration, development and inward investment.

Planning and overseeing the delivery of estate remodel as well as other building changes to meet service requirements

Securing vacant possession for operationally surplus properties

Demolition of surplus buildings

Disposal of surplus properties

Managing our investment properties

Projects and Programmes:

Project management of new build and major refurbishment schemes

OPERATIONAL MANAGEMENT (RESOURCES DIRECTORATE, CIVIC ENTERPRISE LEEDS)

Hard Facilities Management

Delivery of emergency and responsive maintenance

Ensuring we have up to date condition surveys for our estate

Identification of a planned/ cyclical maintenance programme

Ensuring statutory compliance

Identify funding needed and a programme of works to address backlog maintenance

Risk Assessment, management and security of void property and land

Soft Facilities Management

Building management including front of house and cleaning services (as per tiered approach to building management)

Delivery of service relocations/ re-model as instructed by Asset Management

Leeds Building Services

Delivery of commissioned works to property portfolio. Instruction from Facilities Management and Asset Management and Regeneration only.

HEALTH AND SAFETY

Provision of Health and Safety advice and support to Facilities Management

SUSTAINABILITY ENERGY AND AIR QUALITY TEAM

1. Identifying measures and securing funding to reduce the carbon footprint of our estate and working with Facilities Management to implement investment schemes.
2. Identify wider opportunities for decarbonisation working with Asset Management to explore estate solutions.

PARKS AND COUNTRYSIDE

Management and maintenance of park land, public open spaces and amenity greenspace

Supported by:

IMPLEMENTATION AND MONITORING PROGRESS

TECHNICAL AND DESIGN SERVICES

Whilst there are officers within both Facilities Management and Asset Management with technical, design and project delivery expertise, the volume of work requires additional support to be sought. In 2012, the Council established a Joint Venture Partnership with Norfolk Property Services to form NPS Leeds. Since this time, NPS have provided technical and design service to the Council on a range of schemes, with particularly large areas of work focusing on the schools planned maintenance programme, and housing improvement and maintenance schemes. They also undertake condition surveys on our operational estate and have been involved in the design and delivery of a number of routine as well as larger scale schemes including Yeadon Town Hall, Thwaite Mills and Leeds Town Hall. Now part of the Norse Group, a contract for a further 10 year period is due to be entered into, continuing the existing joint venture arrangements and service provision but one which seeks to strengthen and develop the relationship and commissioning process to ensure that this meets the Council's ever changing needs.

IMPLEMENTATION PLAN

An Implementation Plan will be prepared by Asset Management which will set out the short, medium and long term plan for each of the Council's assets. This will remain a live schedule and will be updated subject to changing service requirements and priorities. The implementation plan will inform day to day and planned maintenance and management decisions.

DECISION MAKING

Decisions about our estate are made in line with Council Financial Procedure Rules which require all decisions relating to the future use of our Estate to be overseen

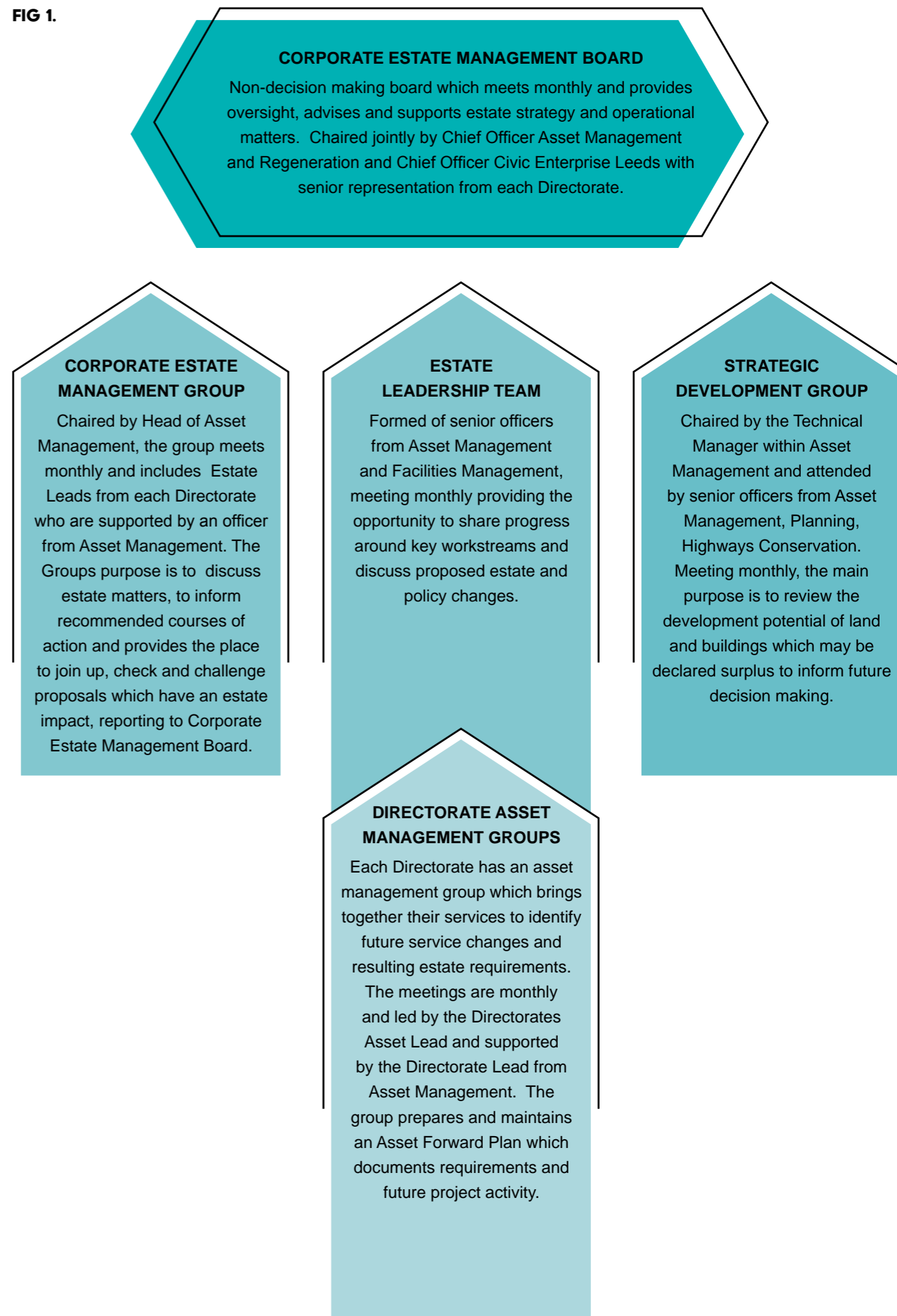
and where applicable delegated to the Director of City Development in consultation with Executive Members, with further sub delegations in place to the Chief Officer Asset Management and Regeneration, Head of Asset Management and Deputy Head of Land and Property. This includes decisions around the use of property for alternative service provision, as well as decisions to lease out or dispose of properties. Decisions around the maintenance and management of the Estate is overseen by the Director of Resources. Where decisions are required which are not covered by these delegations, or it is in the public interest that a wider debate takes place, reports will be presented to Executive Board for consideration.

The Corporate Landlord approach is supported by the governance arrangements as shown on the next page. In addition to these arrangements which support both the strategy and operation of the estate, Property Panel considers the terms of proposed property transactions prior to delegated decisions being taken. This is chaired by the Deputy Head of the Land and Property Team within Asset Management and includes Legal and Finance officers.

Where funding is required to support investment into the estate, this will be considered through the Best Council Teams – either Strategic Investment and/ or Financial Challenge for support. Funding decisions will be taken in line with Council Financial Procedure Rules and whilst support may be sought from Best Council Teams, decisions may ultimately be subject to Executive Board consideration.

The Estate Management governance arrangements are shown in Fig 1.

FIG 1.



IMPLEMENTATION AND MONITORING PROGRESS

MAJOR CAPITAL INVESTMENT SCHEMES

Where significant capital spend is being brought forward on an existing or new asset, beyond maintenance and repair, a dedicated project board is established to oversee the project, providing assurance and due diligence around the design, delivery and management of the works. The Council has an adopted project management protocol and uses the RIBA design stages to support scheme development. To improve financial planning and ensure business cases are as robust as possible, business cases will include whole life costs. This will help to inform decisions about up front capital investment which may result in lower running costs and will also ensure that there is increased levels of involvement of the Council's management and maintenance teams during design stages, ensuring that proposed new investment is cost effective to maintain.

THE STATUTORY PLANNING PROCESS

The use of some properties and potential for future development will be informed by existing and future planning policies. These will be prepared through the statutory plan making process and subject to independent review. Equally many proposals will be subject to planning consent which involves a period of statutory consultation whereby members of the public and statutory consultees have the opportunity to comment on proposals. This again can result in changes being made to proposals to address any issues raised having both an impact upon how we develop our operational estate but also our ability to raise capital receipts and expand the investment portfolio. To provide planning certainty, sites are considered by Strategic Development Group which is an officer working group involving Planning,

Highways and Conservation officers and early pre-application discussions will take place around emerging proposals.

ESTATE INFORMATION MANAGEMENT

Delivery of this strategy will be reliant upon us having comprehensive data about our estate, which will underpin and inform an implementation plan which will for each asset identify the Council's vision on a short, medium and long term basis.

The Council has a number of IT systems which support estate management functions, including a property gazetteer, document management system, income system through which leased out properties can be managed, and systems through which property maintenance issues are recorded and works ordered. However, these individual systems are not integrated and the information about our estate is not as comprehensive as we would like.

Working with the Councils Integrated Digital Service, the issues have become well documented, and there is a clear need to find an integrated solution which affords staff across our Estate Management functions the ability to interrogate data and have greater reliance on the information they find, which will underpin our estate planning and utilisation.

Desk and space booking since the pandemic is becoming embedded across the estate, which not only gives staff the assurance that when they come into the office there is space for them, but it provides a real-time data set which can help to identify further opportunities for change and improved utilisation within the estate.

WHAT WILL SUCCESS LOOK LIKE?

The Council's real estate will remain vital to the provision of high quality services, but will also be managed to support the wider economic growth of the city and partnership working. Close working between the Asset Management and Facilities Management services and the Council's Directorates will help to ensure this is achieved, but also that our estate is rightsized and efficiently utilised. We will work with partner organisations across the city to identify joint estate solutions to further improve service improvements across the public and third sector.

Bringing together comprehensive data sets around the usage, condition, sustainability and operational costs will underpin the strategic planning of our entire estate. This will allow the production of an implementation plan which will schedule all of our properties to identify those which can be released, but also to bring together an investment plan for our

retained properties.

Our Investment portfolio will be a particular focus for income growth for the Council. This important segment of our estate provides a wide range of economic benefits to the city, providing highly demanded space for small and growing business, but is also an important income stream for the Council which can be further enhanced through targeted investment to reduce voids and rent reductions.

We will continue to carefully manage the number of void properties we have across our entire estate, given the impact these have upon communities and their financial liability to the Council, whilst progressing the disposal of surplus assets using the appropriate mechanism to completion in the shortest possible timescale whilst achieving the best consideration and solution for local residents.

Overall, success will mean that:



Our estate is well utilised, and supports service provision to residents and communities across the city



We have a clear 5 year vision for each of our buildings with associated maintenance plan



We continue to reduce the number of properties in void management



We have a strong investment portfolio, which is well managed and delivering a sustainable income stream



We continue to dispose of surplus properties using the most appropriate method based on the property and market conditions



We maximise joint working with partners to ensure that our estates across the public sector are complementary and where appropriate shared.



We make strategic acquisitions to support future regeneration and change within the city



Our estate is leveraged to support regeneration within our communities and the city centre, and supports the city in becoming carbon neutral.

Ultimately, there are many factors which will shape our estate, some of which compete with one another. The guiding principles within this document will help us to bring forward proposals and make decisions to ensure that our estate contributes to meeting both the Councils and City's ambitions.



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Agency Workers and Overtime

Date: 29th November 2021

Report of: Chief Officer (HR)

Report to: Scrutiny Board (Resources and Strategy)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- This report updates the Scrutiny Board on the latest use of contingent staffing arrangements (i.e. agency workers and overtime).
- Given a spend of around £18m p.a. on both agency workers and overtime, it is important that LCC can demonstrate value for money and good employment practice. This will support financial strategies.

Recommendations

- a) The following recommendations are made to the Scrutiny Board:
- to note the latest position regarding the use of agency workers and overtime and associated service delivery requirements;
 - to note where and how this is linked to wider resourcing issues and actions that will be taken to reduce costs and relieve resourcing pressures as part of a Work-force Framework to support our Financial Challenges;
 - to also note how the Early Leavers Initiative (ELI) programme is managed in relation to recruitment.

Why is the proposal being put forward?

- 1 This report provides an update from July 2021, when the Board overviewed the use of agency workers and requested further work to help ensure that arrangements are appropriate and provide best value.

Background

- 2 In July 2021, the Board considered information about:
 - a) the use and costs of agency workers;
 - b) allied use of overtime;
 - c) the needs for this contingent cover (i.e. as a flexible means to support immediate service delivery or to bolster skills gaps);
 - d) measures that control the use of agency workers, and;
 - e) alternative options that can be considered to reduce reliance on overtime and agency cover, which included options regarding the timing and effectiveness of recruitment.
- 3 In discussions, it was stressed that the pandemic has distorted demand for cover in the last 18 months. This ranges from some services closing during lockdowns, to other services facing staffing pressures due to increasing absence and/or increasing demand for services. The wider and on-going effects of the pandemic and our recovery plans are still being felt.
- 4 With services now all operating, there is not an internal reserve of staff who can be reallocated to cover other work instead of using overtime or agency workers. In some areas demand pressures are very high and the need for contingent cover corresponds to this. With higher service demands, it is recognised some support is needed to assist services to optimise resourcing issues. Budget proposals are being developed to provide more targeted support in selected service areas to address matters.
- 5 A request was also made for an update on recruitment activity. Over the last 12-18 months, this too has been affected by the pandemic. Financial control measures to support our budget have also been applied over this period. The Scrutiny Board's Members were updated about this in September 2021 and given information on new starters and leavers. As a result, information was requested about how the ELI programme operates. Given the exit of 800 plus staff at the end of 20/21, the Board wanted assurances that our business cases to allow staff to leave are not compromised by re-recruitment to these exited roles.

Main Issues

Latest Use on Agency and Overtime

- 6 Current spend still accounts for under 2% of the overall staffing bill (£483m in 20/21). Spend patterns are given for the last 3 years in the table below together with a mid-year position for 21/22. Given the potential turbulence in demand, it is not easy to predict if the mid-year position will deliver savings compared to the previous period; although there is a notable spending reduction for agency workers.

	18/19	19/20	20/21	21/22 (mid year position)
Agency	£7.17m	£8.16m	£8.47m	£3.57m
Overtime	£10.50m	£11.20m	£9.64m	£5.60m

(These figures exclude schools)

At a Directorate level the following information shows mid-year spend in 2021/22, with large service spending identified. This is shown alongside the total spend in 20/21:

Directorate/Service	Agency - YTD spend & (20/21 full spend)	Overtime - YTD spend & (20/21 full spend)
Resources	£1.15m (£3.65m)	£1.45m (£2.47m)
Civic Enterprise Leeds (CEL)	£0.38m (£0.23m)	£1.21m (£2.10m)
Information and Digital Service (IDS)	£0.69m (£3.10m)	£0.06m (£0.18m)
Adults and Health	£1.22m (£2.76m)	£0.48m (£0.88m)
Social Work and Social Care Services	£1.13m (£2.51m)	£0.47m (£0.88)
Children & Families	£0.67m (£0.91m)	£0.53m (£1.05m)
Social Care	£0.60m (£0.78m)	£0.51m (£0.99m)
Communities, Housing and Environment	£0.35m (£0.86m)	£2.48m (£4.23m)
Environmental Services	£0.31m (£0.78m)	£2.02m (£3.24m)
City Development	£0.19m (£0.29m)	£0.66m (£1.04m)
Highways	£0.16m (£0.29m)	£0.26m (£0.71m)

7 Chief Officers in the services identified above have commented on the current position as follows:

- a) CEL – Both agency and overtime use has been necessary to support pending restructuring in Leeds Building Services. With services needing to address growing maintenance requirements, these options have been required to support programmes of work. It is expected that by 2022, the reliance on agency workers will have diminished with a new structure in place. Overtime has been used for a variety of reasons to support recovery needs, especially in facilities and school-based services.
- b) IDS – Year to date spend of c.£0.7m compares with a £1.8m spend in the same period last year. Reductions follow reviewing and limiting long term agency assignments. Going forward, where specialist agency skills are needed it will be a requirement to arrange for skill transfers to in-house staff; reducing dependency on specialist knowledge. Work is also on-going to consider how pay rates might be aligned to the labour market and allow for the direct recruitment of more specialists.
- c) Social Work and Social Care Services – Adult services point to growing pressures and demands that they currently face. This includes:

- i. Maintaining minimum staffing levels in Care Quality Commission (CQC) registered services - Overtime is used carefully to cover short term absences and is usually paid a plain rates. This is necessary to meet minimum care standards and to operate safely. Additionally staff have been flexibly deployed from two homes that were closing. Further contingency plans can also be used to flexibly deploy support staff and day service staff if necessary to support care homes.
 - ii. Significant demand in Hospitals and hospital discharge – Extra CCG funding has been offered to support the deployment of additional agency social workers. There is also a budget to support statutory Approved Mental Health Professional training which is covered by agency staff on an ongoing basis.
- d) Social Care – There are a broad range of cover requirements in this area of Children and Families. Overtime is used to cover shifts in residential establishments to ensure minimum care standards and to operate safely. Agency workers have been hired to also provide additional qualified staff in Early Years centres, which have been affected by staff turnover.
- e) Environmental Services - Both agency and overtime costs have been incurred to support front line service delivery. This affects both waste collection and the operation of Household Waste sites. For the latter, extra staffing has been required to support revised operating patterns with the public booking their visits. There is a concern that the national shortage of HGV drivers could potentially affect Environmental Services, with retention issues reported in other councils.
- f) Highways – The spend in City Development is generated by the need to periodically hire specialist engineering staff and/or to support some aspects of smaller project delivery. For example, undertaking geotechnical surveys.

The agency spend is low as major projects tend to be supported by commissioning specialist consultancy firms to provide design and engineering solutions which cannot be undertaken in-house. This includes major “one-off” infrastructure projects like the Flood Alleviation Scheme (FAS). As an example, FAS1 which costs £52m, included consultant commissions of around £5m to supervise works and advise on contractual, health and safety and environmental issues. This covered technical support including; civil, mechanical and electrical engineering, hydrology, acoustics, ecology and landscape architecture.

Overtime is paid to highway maintenance staff undertaking emergency and on-call works to keep the road network safe. This increases in the winter months as part of the winter maintenance programme, which includes gritting. Finally, the Flood Risk Management team have to respond to rainfall events, which are increasingly unpredictable.

Measures to address matters affecting demand for cover

- 8 The narrative on the demand for agency and overtime cover highlights the complex issues services are currently facing. Some areas have been able to develop different models for service delivery (e.g. IDS). Likewise, services indicate where they can flexibly use their resources they will do so. However, it is recognised that there are underlying causes which generate some demands for cover. This applies to:

- a) Attendance management – Overall sickness levels are increasing in LCC. This is up from 9.5 days per fte in August 2020 to 10.47 in August 2021. In frontline services this is higher.
 - b) Recruitment and Retention – Appendix I gives an analysis of starters and leavers and shows that after much suppressed recruitment activity in 2020 and early 2021, we are experiencing increases. With a tighter labour market, options to improve candidate attraction are being adopted. New opportunities like the Kickstart programme are also being used. But there is a concern that more staff may also leave and options to ensure we have a more attractive package of staff benefits are being developed (e.g. a staff discount scheme). Finally we can use labour market analysis to consider if pay rates might need to be reviewed to be competitive in the labour market.
- 9 Currently HR are considering more detailed budget proposals so the above work is targeted to support the services where reducing cover costs can generate savings and relieve resourcing pressures. This will require a re-orientation of HR resources to give extra capacity to managers. Approaches are being piloted. This can be extended so Services and HR can programme manage a series of tailored interventions. This would concentrate on:
- a) reviewing attendance caseloads and address any backlogs;
 - b) promoting wellbeing and occupational health interventions; especially for a frontline workforce;
 - c) reviewing processes regarding authorisation and taking of annual leave to reduce exposure to cover costs;
 - d) reviewing recruitment timescales and practice and options to better retain existing staff;
 - e) considering core staffing arrangements to ensure effective and cost effective rostering;
 - f) reviewing controls and hiring of agency workers that provide long term cover;
 - g) developing management capacity to ensure interventions are sustainable beyond 2022/23.
- 10 These targeted actions will form part of a refreshed Work-force Framework which is designed to support our Financial Challenges. It is expected this will be reported as a budget proposal to the Executive Board in December 2021.

ELI Programme

- 11 Information on starters and leavers in Appendix I highlights the impact of the ELI programme last year – with 811 leavers. Patterns of recruitment have recently witnessed an increase in activity in 2021, but the overall the fte staffing level in LCC remains reduced. There were 12,090 ftes in September 2021 which is down from 12,560 in April.
- 12 Under the ELI programme, the net saving in 2020/21 was £97m and this contributes towards the Council closing the estimated budget gap for the period covered by the Medium Term Financial Strategy. As a voluntary severance exercise, the ELI programme generates these savings net of associated exit costs (e.g. covering pension strain and severance payments).

- 13 Due to the need to both make on-going staffing savings and also “pay-back” exit costs, there are a number of controls in place to prevent re-hiring into roles that have been deleted. This includes:
- a) The Chief Officer - HR and Chief Officer - Financial Services managing ELI Panels and agreeing ELI business cases. This is to ensure they will generate sufficient and sustainable efficiency savings and not impact our ability to deliver services (e.g. challenging proposals in areas where demand and funding is not likely to reduce)
 - b) Removing deleted posts from structures and funding from staffing budgets as these are identified in approved ELI business cases
 - c) Checking post releases to ensure only posts on structures can be filled – and that they are subject to additional controls on hiring posts which meet budget control criteria
 - d) Checking that deleted posts are not being re-created or recycled as part of future restructures. This includes a scrutinisation of proposals that are arising on the back of the ELI programme where savings are generated through a reconfiguration of roles rather than fully deleting posts.
- 14 These HR and Finance checks are complemented by on-going budget monitoring reporting. This includes ensuring overall savings are being made on staffing budgets. At month 6, a net saving of c.£8m has been made against overall LCC staffing budgets.

Conclusions and Recommendations

- 15 The current position on the use of overtime and deployment of agency workers has been disrupted and skewed due to Covid-19. Demand is affected in different ways, as are opportunities to support services to take measures to review and/or reduce underlying reasons for contingent cover.
- 16 The mid-year position suggests spending will be reduced due to actions taken to lessen reliance on high-cost specialist IDS agency workers. However, front-line services are likely to face further winter demand pressures which could affect the position on overtime.
- 17 Proposals for a programme of targeted support are identified to assist services to make savings and alleviate some pressures in-light of demand patterns. This ranges from improving attendance to a more proactive approach to recruitment. This will be reported to Executive Board in December 2021.
- 18 Finally, although there are increased levels of recruitment activity, these are compliant with budgetary control measures. Regarding the ELI programme, there are additional controls in place to protect savings and prevent re-hiring into deleted roles. By mid-year, savings in the region of £8m have been achieved with LCC’s staffing budget by the end of September 2021.
- 19 The Scrutiny Board is recommended to:
- a) note the current position regarding the use of agency workers and overtime
 - b) note the on-going demands that different services are facing
 - c) note the resourcing solutions that have been achieved and options being proposed to further develop and apply these

d) consider the need for further updates and progress reports.

What impact will this proposal have?

Wards affected:

Have ward members been consulted? Yes No

What consultation and engagement has taken place?

20 N/a

What are the resource implications?

21 There are specific resource implications covered in this report. Further work will however follow which may generate specific recommendations to achieve savings

What are the legal implications?

22 N/a

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

23 There are no new risks identified in this report.

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

Inclusive Growth Health and Wellbeing Climate Emergency

24 This report focuses on the costs of contingency cover and alternative options. However the current general agency supply contract is being retendered emphasis placed on social value opportunities. This includes how agency workers can be helped to find work and more secure employment. The new contract will operate from January 2022.

Options, timescales and measuring success

What other options were considered?

25 N/a

How will success be measured?

26 Further reports can be provided to the Scrutiny Board on the spend and patterns of use of agency workers and overtime and the reasons why this is needed.

What is the timetable for implementation?

27 N/a

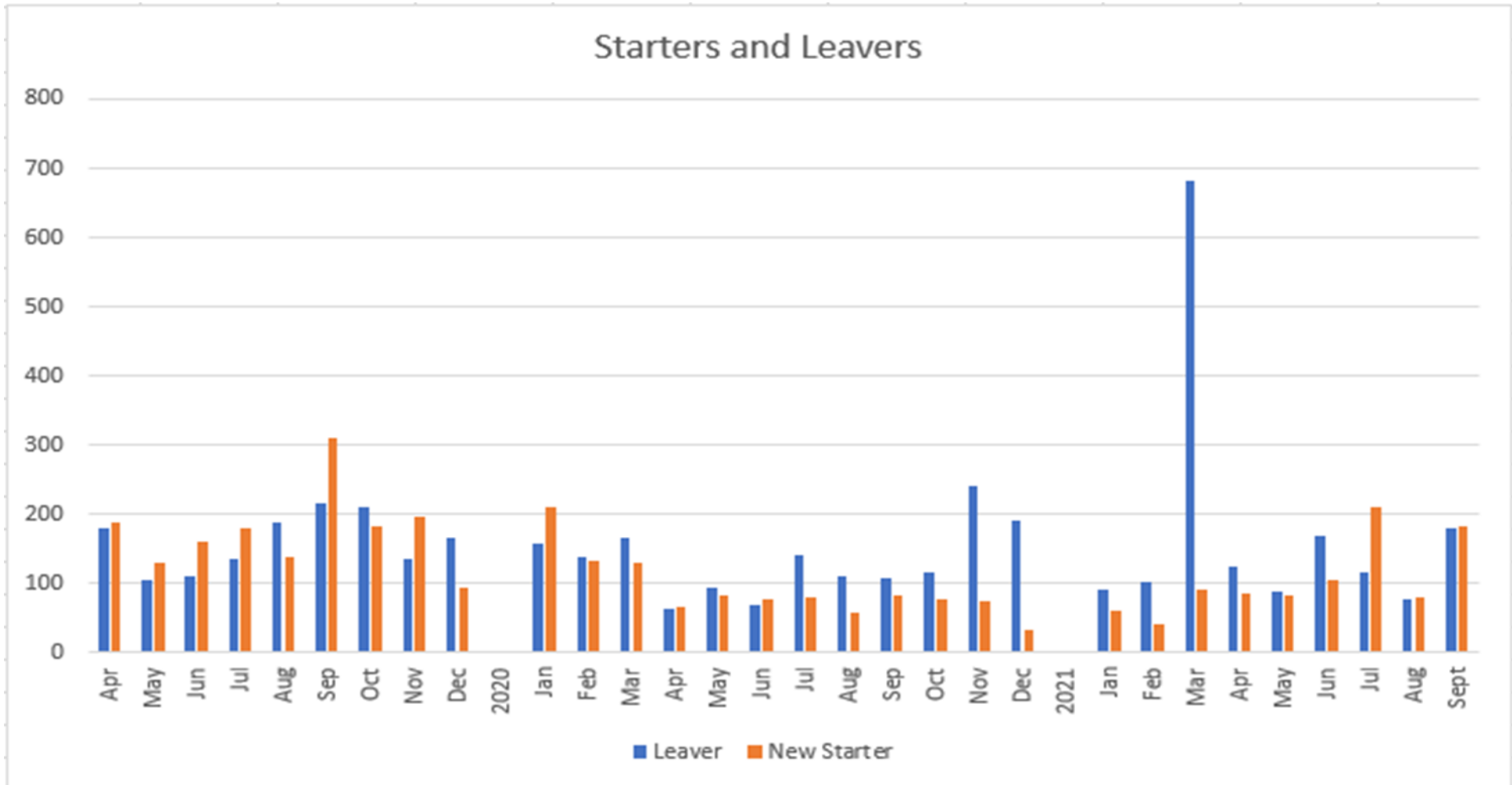
Appendices

28 Appendix I – Breakdown of starters and leavers

Background papers

29 None

Starters and Leavers



Work Programme

Date: 29 November 2021

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

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

Recommendations

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

Why is the proposal being put forward?

1. A draft work schedule for the Strategy and Resources Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking items.
2. The latest Executive Board minutes from the meetings held on 20 October and 17 November 2021 are also attached as Appendices 2 and 3. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

Changes to the Work Programme since the last meeting

3. As the work of the Board evolves changes to the work programme become necessary to prioritise and fit agenda items in at appropriate times. Since the October meeting some adjustments have taken place along with updates for Board members' information. At the October Board meeting board members were keen to ensure that there was sufficient time to get through the work programme and suggested a possible additional meeting in December. Following discussion with the Chair it has now been agreed to expand the planned Working Group on 13 December to enable initial consideration of the Contact Centre work item in addition to the planned consideration of the 2022/23 Budget proposals.
4. This will mean that the Contact Centre item can be subject to members inquiries at the Working Group before coming to a public meeting in February. This change has facilitated a report on Agency Staffing to come forward in November following an initial item in July that introduced the subject to members. Given the clear budgetary element to Agency staffing it was thought timely to have a further item at Scrutiny in advance the initial budget proposals that are scheduled to go to Executive Board in December.
5. It is important to also note that several potential work streams are also in development reflecting the views of the Chair, the suggestions of the Board and recommendations from the predecessor Board. This includes a possible item on how the Council allocates its resources and receives income on a geographic basis in Leeds. In addition, consideration has been given to work on FOI/EIR requests in relation to performance and the processes used to deal with them at the Council and this item is now programmed for January.
6. The Board's September meeting also featured substantial discussion of Inclusivity within the council's workforce. This item is scheduled to return in January 2022 with an agenda item on Staff Inclusion to compliment the work already carried out on improving the experiences and outcomes of Black, Asian and Minority Ethnic colleagues at Leeds City Council. Further reports on this important issue are possible at future meetings.
7. As noted above at paragraph 3, in line with practice introduced last year a Scrutiny Working Group has been established in December to look in more detail at budget proposals for the forthcoming financial year (2022/23) that fall within the remit of the Board. A suggested date for this meeting has now been agreed and an invitation sent to Board members for 13 December 2021 at 9.15AM which is earlier than initially reported to reflect the added item on the Contact Centre, budget 2022/23 matters will be discussed from 10.00AM.

What impact will this proposal have?

Wards affected: All

Have ward members been consulted?

Yes

No

8. All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The items in Appendix 1 set out the current programme of the Board and sets a framework for its work in 2021/22.

What consultation and engagement has taken place?

9. In order to enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

What are the resource implications?

10. Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
11. The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.
12. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

What are the legal implications?

13. This report has no specific legal implications.

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

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

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

Inclusive Growth

Health and Wellbeing

Climate Emergency

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

Appendices

16. Appendix 1 – Draft work schedule of the Strategy and Resources Scrutiny Board for the 2021/22 municipal year.
17. Appendix 2 – Minutes of the Executive Board meeting held on 20 October 2021.
18. Appendix 3 - Minutes of the Executive Board meeting held on 17 November 2021.

Background papers

19. None.



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2021/2022 Municipal Year

June	July	August
Meeting Agenda for 21 June 2021	Meeting Agenda for 19 July 2021	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance Update (PM) Scrutiny Inquiry – Agile Working and Estate Realisation - Staff and HR Feedback (PDS) DIS – Vision, Project and Programme Management	Budget 2021/22 Service Reviews (PM) Scrutiny Inquiry – Future working arrangements, Agile Working and Estate Realisation Agency Staff at Leeds City Council (PM) DIS – Vision, Project and Programme Management – Second Report	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2021/2022 Municipal Year

September	October	November
Meeting Agenda for 20 September 2021	Meeting Agenda for 18 October 2021	Meeting Agenda for 29 November 2021
BAME CLT Action Plan – Update (PM) DIS – Vision, Project and Programme Management – Third Report (PDS) Electoral Services Update - voting behaviour, postal voting and turnout (PM) Scrutiny Inquiry – Agile Working and Estate Realisation – Interim Statement/Inquiry Report – Formal Approval	Medium Term Financial Strategy – 2022/23 – 2026/27 and Financial Health Monitoring (PM) Improving Recycling in Leeds (PDS) Year of Culture/Economy/Recovery (PM) Annual Corporate Risk Management Report (PM)	Improving Recycling in Leeds (PDS) Agency Staffing (PM) Scrutiny Inquiry – Future Ways of Working Asset Management and Staff Well Being Update (PDS)
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2021/2022 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled.	Meeting Agenda for 24 January 2022	Meeting Agenda for 14 February 2022
	Staff Inclusion Update (PM) Performance Report (PM) 2022/23 Initial Budget Proposals (PDS)/ Financial Health Monitoring (PSR) FOI Performance/ Elected Member FOI Process (PM)	DIS – Service Desk Performance (PM) Customer Contact – self-service, digital exclusion and performance – second report (PDS)
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2021/2022 Municipal Year

March	April	May
Meeting Agenda for 28 March 2022	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
Procurement – Social Value, Cost Savings (PM)		
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1
Scrutiny Board (Strategy & Resources)
Work Schedule for 2021/2022 Municipal Year

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EXECUTIVE BOARD

WEDNESDAY, 20TH OCTOBER, 2021

PRESENT: Councillor J Lewis in the Chair

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

60 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication 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 so designated as follows:-

(A) That appendix 2 to the report entitled, 'Housing Estate Redevelopment at Sugar Hill Close and Wordsworth Drive, Oulton', referred to in Minute No. 67 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and considered in private. This is on the grounds that this appendix contains information relating to the identity and business affairs of a third party to the Council which does not wish to be publicly identified at this stage, but which is relevant to the understanding of the Board. Releasing the identity of this third party may prejudice their commercial interests and as such, withholding the information is considered to outweigh the public interest benefit of its release given that there is a risk that if the details of the Housing Association are made public at this stage, they may withdraw their interest.

61 Late Items

There were no late items of business considered by the Board.

62 Declaration of Interests

There were no interests declared at the meeting.

63 Minutes

RESOLVED – That the minutes of the previous meeting held on 22nd September 2021 be approved as a correct record.

ADULT AND CHILDREN'S SOCIAL CARE AND HEALTH PARTNERSHIPS

64 Update on Thriving: The Child Poverty Strategy for Leeds

Further to Minute No. 26, 23 June 2021, the Director of Children and Families submitted a report which provided a further update on the 'Thriving: The Child Poverty Strategy for Leeds' and the work which continued to be undertaken as part of the strategy, including actions in response to issues arising from the pandemic. Specifically, the report provided an update on each of the strategy's workstreams in terms of recent activities, outcomes and next steps.

In presenting the report, the Executive Member provided an update regarding the current position with regard to child poverty in Leeds, together with further details on actions being undertaken as part of each of the workstreams within the strategy.

Responding to a question regarding the application of the Household Support Grant, the Board was advised that a proportion of the funding would be used for the provision of free school meals during holiday periods, which would apply across the city. Parallel to that, it was noted that there was a range of criteria which would need to be adhered to when allocating the funding in other areas. It was noted that such criteria was being worked through and that further details would be provided to Members in the near future.

Responding to a Member's enquiry, the Board was provided with further information on the actions being taken to mitigate against the impact of child poverty linked with housing provision and the quality of accommodation.

In discussing the report and in welcoming the data within it, a suggestion was made that in future the update report further reflected upon and evaluated the services being provided in this area to demonstrate the impact being made. Also, in highlighting the crucial role played by Children's Centres across Leeds, it was undertaken that future reports would reference the work of the Children's Centres moving forward.

Members discussed the definition of poverty, as detailed within the report.

Reference was made to the recent Children's Services Ofsted Inspection which had been undertaken, with a brief update being provided on the actions being taken in response to the inspection's recommendations.

RESOLVED –

- (a) That the strategic framework in place to mitigate against the impact of child poverty, together with the work being undertaken by the Council and other partners in the key areas of activity, as detailed within the submitted report, be endorsed;
- (b) That the need to promote the work of the 'Thriving' strategy across the city and in particular in each respective Member's portfolio in order to highlight the impact of poverty on children and their families, be acknowledged;

- (c) That it be noted that the responsible officer for such matters is the Head of Workforce Development and Change.

COMMUNITIES

65 Annual Update on Migration Activity in Leeds

Further to Minute No. 58, 21 October 2020, the Director of Communities, Housing and Environment submitted a report which provided an update on the delivery of migration activity in Leeds and which provided information on key migration population trends and the responses to national policy changes, together with details of the activities undertaken across the Council to support new and emerging communities.

In presenting the report, the Executive Member highlighted her desire for the issue of migration to once again be added to the relevant Scrutiny Board work programme next year, should the Scrutiny Board and its Chair be agreeable. The Executive Member thanked the migration programme team for their continued work in this area, and also highlighted a forthcoming and related training session being delivered for Elected Members.

Responding to a specific enquiry, the Board was provided with details of the actions being taken with Children and Families to identify local school places for those recent Afghan migrants of school age who were residing in Leeds.

Reference was made to the provision of data relating to trends of outward migration from Leeds and it was undertaken that such information would be provided to the Member in question.

Responding to an enquiry regarding the provision of appropriate and permanent accommodation for Afghan migrants coming into Leeds, the Board received an update on the current position and the liaison which continued with the Home Office and Migration Yorkshire to provide such accommodation.

RESOLVED –

- (a) That the contents of the submitted report, together with the appended update overview, be noted; and that the approach adopted within the Council's strategic, co-ordinated and inclusive approach towards migration for Leeds, as detailed, be endorsed;
- (b) That it be noted that the Director of Communities, Housing and Environment is responsible for leading this work through the Council's Stronger Communities Programme;
- (c) That it be noted that the Chief Officer for Safer, Stronger Communities is responsible for leading the work of the Leeds Strategic Migration Board which oversees the delivery of the strategic, co-ordinated and inclusive approach towards migration in Leeds, together with

the work of the Council's Migration team which provides strategic and operational direction for the city;

- (d) That agreement be given for the Director of Communities, Housing and Environment to write to the Home Office requesting the establishment of improved communication structures between Government and the Local Authority in order to ensure that the effectiveness of the support provided is maximised and that Leeds' experience and expertise is fully utilised;
- (e) That approval be given for a further annual report on migration activity in Leeds to be submitted to the Board at the appropriate time.

INFRASTRUCTURE AND CLIMATE

66 Connecting Leeds Transport Strategy and Action Plan

Further to Minute No. 104, 16 December 2020, the Director of City Development submitted a report presenting the 'Connecting Leeds' Transport Strategy, Executive Summary and associated Action Plan for 2021-24 which set out the vision for Leeds' transport provision and infrastructure during that period. Specifically, the report sought the Board's approval for the adoption and publication of those documents following the extensive consultation and engagement exercise which had been undertaken during 2021.

In considering the report, Members discussed a range of issues, including:-

- The associated consultation process which had been undertaken, the range of actions within that and the level of response received;
- The ambitious nature of the strategy and its deliverability in the timeframes presented;
- The range of net zero carbon emission targets nationally, regionally and for Leeds, together with ongoing national transportation discussions, and the delivery of the strategy alongside such matters;
- The timing of the strategy and the need for action to be taken at the earliest opportunity;
- The need to ensure that the strategy reflected people's adapted ways of living and working as a result of the pandemic, and the importance for the strategy to understand and provide for the bespoke needs of each community across the city. Also, Members received further information on the intention for the Council to continue to engage with communities on such matters;
- Members paid tribute to the work of the Highways and Transportation services for the work they continued to undertake in challenging circumstances. Members also discussed the capacity of the relevant services within the Council to deliver the aims of the strategy and the actions being taken where possible to increase such capacity;
- The importance for all partners, businesses and members of the community to fully engage with the aims of the strategy, in order to ensure that the required 'step change' was made;
- The Board discussed the impact of road works, with further detail being provided on the logistical considerations given to such works, the range

of reasons why they were required, often in restricted timeframes, and the approach taken to co-ordinate such works and minimise impact wherever possible.

RESOLVED –

- (a) That the adoption and publication of the 'Connecting Leeds' Transport Strategy and first Action Plan 2021-24, as appended to the submitted report, be agreed;
- (b) That an annual progress report on the Strategy and Action Plan be submitted to the Board at the appropriate time;
- (c) That agreement be given for the Director of City Development alongside the Chief Officer (Highways and Transportation) to lead on implementing the delivery of the 'Connecting Leeds' Transport Strategy and Action Plan;
- (d) That it be noted that the future Action Plans beyond 2024 will require greater levels of funding to achieve the targets as set out within the 'Connecting Leeds' Transport Strategy.

67 Housing Estate Redevelopment at Sugar Hill Close & Wordsworth Drive, Oulton

Further to Minute No. 36 of the meeting of full Council held on 14 September 2021, the Director of City Development and the Director of Communities, Environment and Housing submitted a joint report providing information on how the Council was responding to the issues arising from the proposed redevelopment of the privately owned housing estate at Sugar Hill Close and Wordsworth Drive, Oulton.

In considering the report, and in response to comments and concerns raised, the Board discussed / received further details on the following:-

- the actions taken to date, and which continued to be taken to support those on Assured Shorthold Tenancies and in receipt of 'no fault' evictions, and in the longer term, the proposals for further action as detailed within the submitted report, which aimed to secure new build affordable housing provision on the site;
- the length of time in which the matter had been ongoing;
- the role of the Council and that of the site owner / landlord;
- the number of 'no fault' evictions issued across the city in recent years.

In noting that a recommendation within the report proposed the submission of a further report to the Board in due course, responding to a Member's enquiry, it was undertaken that the future report would provide further details on the actions being taken to support affected residents.

Following consideration of Appendix 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information

Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That the Council's offer of support from Housing Leeds to tenants of the Sugar Hill Close and Wordsworth Drive estate to support them in securing alternative housing where they may be at risk of homelessness following no-fault evictions, be noted and supported;
- (b) That the Council's further engagement with the Housing Association as identified in exempt Appendix 2 to the submitted report, be supported, with a view to maximising the affordable housing that could be delivered at Sugar Hill Close and Wordsworth Drive through the application of pooled commuted sums or other resources as may be identified and agreed by the Directors in consultation with the Executive Member for 'Infrastructure and Climate' and the Executive Member for 'Resources';
- (c) That the options considered as detailed within the submitted report, be noted; and that the potential for the Council to directly acquire homes in the completed development as outlined in paragraph 47.3 of the submitted report and/or use commuted sums to secure the delivery of additional affordable housing alongside a local lettings policy for the benefit of tenants rehoused from the estate, as outlined in paragraphs 48.1 - 48.4, be supported;
- (d) That an update on the progress made in taking forward the preferred approach, as outlined in the submitted report, be provided, with a further report requiring any subsequent decisions on the use of resources to support the detailed proposals, be brought to Executive Board in due course, which also provides further details of the actions being taken to support affected residents.

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

LEADER'S PORTFOLIO

68 Leeds 2030: Shaping Our Best City Ambition

The Director of Resources submitted a report which sought the Board's agreement in principle to the replacement of the Best Council Plan with a more externally facing and partnership focused City Ambition from February 2022. The report also provided the context for such proposals and set out the required approval pathway for that change.

In presenting the proposals within the report, the Leader highlighted how the Best City Ambition would aim to work more collaboratively with partner organisations across Leeds and build upon the positive learning and stronger relationships which had been developed in response to the pandemic.

The Board noted the comments made during the discussion, which included suggestions regarding the need for communities of Leeds, partner organisations and Members to be involved in the formation and delivery of the aims of the Best City Ambition, and that future reports on the Ambition consider how it would deliver those stronger relationships between the Council and its partners.

RESOLVED –

- (a) That the principle of replacing the Best Council Plan with a City Ambition, be endorsed;
- (b) That it be noted that General Purposes Committee (GPC) will receive a report which recommends that GPC endorses the necessary amendments to the Budget and Policy Framework, and refers such matters to Full Council for approval;
- (c) That agreement be given for Executive Board to receive a report in December 2021 which presents initial proposals and a draft City Ambition.

RESOURCES

69 Gambling Act 2005 - Statement of Licensing Policy

Further to Minute No. 55, 22nd September 2021, the Director of Communities, Housing and Environment submitted a report on the three-yearly review of the Gambling Act 2005 Statement of Licensing Policy. The report presented the proposed final policy for consideration, included the outcomes from the associated consultation exercises undertaken and recommended that the Policy be referred to Full Council for consideration and adoption.

Responding to a Member's specific enquiry about a licensed organisation's failure to effectively implement its anti-money laundering and safer gambling policies, and the Council, as the Licensing Authority not being informed of such matters, the Board was assured that liaison was taking place with the Gambling Commission and the organisation involved to ensure that an appropriate protocol was in place moving forward. In addition, responding to a request, it was undertaken that Members of the Licensing Committee would be briefed on such matters, and that the Executive Board Member in question would also be offered a separate briefing.

RESOLVED –

- (a) That the contents of the submitted report, together with the final draft of the Statement of Licensing Policy, as appended, which includes the outcomes from the statutory consultation exercise and any comments/recommendations from Scrutiny Board (Environment, Housing and Communities), be noted;

- (b) That the final draft of the Statement of Licensing Policy, as appended to the submitted report, be referred to Full Council with a recommendation for its adoption.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

70 Financial Health Monitoring 2021/22 - August (Month 5)

The Chief Officer, Financial Services, submitted a report which presented an update on the financial health of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account as at month 5 of the 2021/22 financial year.

Members discussed the projected overspend in respect of Waste Management services, as detailed within the report, with a specific request for a report to be submitted to a future Board meeting which addressed related financial and operational matters. In response, the request was noted and it was undertaken that information on such matters would be brought forward.

RESOLVED –

- (a) That the projected financial position of the Authority, as at the end of Month 5 (August) of the 2021/22 financial year, as detailed within the submitted report, be noted, together with the projected impact of COVID-19 on that position;
- (b) That for 2021/22, it be noted that the Authority is forecasting an overspend of £1.087m, as at the end of August 2021;
- (c) That it be noted that the position as detailed within the submitted report does not reflect the potential effects of any further local or national lockdown arrangements on these financial projections, or any potential additional costs arising from the current 2021/22 pay negotiations.

DATE OF PUBLICATION:

FRIDAY, 22ND OCTOBER 2021

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:**

5.00 P.M., FRIDAY, 29TH OCTOBER 2021

EXECUTIVE BOARD

WEDNESDAY, 17TH NOVEMBER, 2021

PRESENT: Councillor J Lewis in the Chair

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

- 71 Exempt Information - Possible Exclusion of the Press and Public**
There was no information contained within the agenda which was designated as being exempt from publication.
- 72 Late Items**
There were no late items of business considered by the Board.
- 73 Declaration of Interests**
There were no interests declared at the meeting.
- 74 Minutes**
RESOLVED – That the minutes of the previous meeting held on 20th October 2021 be approved as a correct record.

ADULT AND CHILDREN'S SOCIAL CARE AND HEALTH PARTNERSHIPS

- 75 Youth Justice Plan 2021 - 2024**
The Director of Children and Families submitted a report presenting the proposed Leeds Youth Justice Plan for the period 2021 – 2024 following the related consultation exercise which had been undertaken, with a recommendation that the Board referred the Plan to full Council for approval and formal adoption in line with the Council's Budget and Policy Framework Procedure Rules.

The Executive Member introduced the report and in doing so highlighted the priorities set out in the plan, together with the range of cross-directorate and partnership work taking place to deliver such priorities. Also, it was noted that further information from Government was awaited regarding the extent to which any potential additional funding could be accessed to support work in this area following the recent Spending Review.

Responding to a specific enquiry regarding the preventative work in place to support those young people who may be deemed at higher risk of becoming involved in the justice system, the Board received information on the partnership approach being taken in this area, with an offer that further detail / a briefing could be provided to the Member in question, if required.

The Board acknowledged the priorities set out within the Plan which included the provision of support for those communities and cohorts which were

disproportionately represented in the overall statistics of those involved in the youth justice system. In response to a Member's specific question, details were provided on the actions being taken to support other communities and cohorts in Leeds where involvement in the justice system was prevalent.

Also, the Board received information on the expected timeframe regarding future review and inspection of the service by H.M. Inspectorate of Probation.

RESOLVED –

- (a) That the Leeds Youth Justice Plan 2021 – 24, as appended to the submitted report, be endorsed, and that agreement be given to refer the Plan to full Council in January 2022 for the purposes of approval and formal adoption, as part of the Council's Budget and Policy Framework;
- (b) That the preferred approach, which is for the Board to endorse the Youth Justice Plan on a 3-year cycle and refer to full Council for approval and formal adoption, be approved;
- (c) That it be noted that the responsible officers for the implementation of such matters are the Service Manager, Leeds Youth Justice Service and the Head of Service, Children Looked After.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

ECONOMY, CULTURE AND EDUCATION

76 Learning Places Programme Update Report and Authority to Spend for the expansion proposals at Allerton High School and Boston Spa St. Edwards

The Director of Children and Families and the Director of City Development submitted a joint report which provided an update on the delivery of the Learning Places programme and which sought approval to spend on previously approved expansion works to Allerton High School and Boston Spa St. Edward's.

A Member enquired about the levels of charges that had been incurred by the Local Authority arising from PFI schools in Leeds where a Deed of Variation had been obtained, together with information on the related value for money exercises undertaken as part of such processes. In response, officers undertook to provide the relevant details to the Member in question.

With regard to Special Educational Needs and the circumstances regarding the growth in the number of places required for children and young people with Education and Health Care Plans (EHP), the Board considered the

current position, and responding to a specific enquiry regarding the provision of such places and the processes and timescales by which funding for them was received, the Executive Member invited Board Members to make him aware of any specific cases, so that they could then be investigated.

RESOLVED –

- (a) That the progress made to date with the delivery of the Learning Places Programme, be noted; and that the progress being made regarding current schemes in development, the delivery across primary, secondary and SEN provision, together with the forward programme, also be noted;
- (b) That the progress made regarding the Planned Maintenance Programme delivery, together with the changes made to the governance processes in order to support the programme, be noted;
- (c) That the challenges and issues being experienced across the programme, be noted, together with the mitigation measures in place;
- (d) That the request for the ‘Authority to Spend’ £7.3m for the expansion of Allerton High School and £1.1m for the expansion of Boston Spa St. Edward’s, be approved;
- (e) That the reduction of the Risk Fund Allocation from £7.1m to £6.5m, albeit at a rate slightly higher than the 10% of the value of planned schemes, which is in response to current market conditions, be approved.

INFRASTRUCTURE AND CLIMATE

77 Streets for People - The Recreations, Holbeck

The Director of City Development submitted a report regarding the ‘Streets for People’ initiative, part of the West Yorkshire Transport Strategy which aimed to create high quality places for people, improve physical activity and air quality. As part of the ‘Streets for People’ initiative the report noted that each West Yorkshire Authority had been invited to develop a demonstration project to facilitate meeting the strategy’s ambitions. The submitted report proposed The Recreations area of Holbeck and detailed the reasons for this proposal.

Responding to a Member’s specific enquiry regarding the consultation which had been undertaken with local residents, further details were provided. Whilst assurance was given that the consultation with residents to date had been extensive and would be ongoing, it was undertaken that further information on the scope and form of the consultation, together with detail on the level of responses received would be provided to the Member in question.

The Board discussed the objectives of the initiative and in acknowledging a Member’s comments around how the initiative could potentially be used to encourage more stability in this community, it was undertaken that this could

be incorporated into the ongoing evaluation of the initiative and taken into consideration when measuring its success.

With regard to the levels of additional green space which could potentially be provided by the scheme, the Board acknowledged the green space already in and around this area and the physical constraints which would need to be considered when looking to increase it. However, the importance of looking to maximise greenspace as part of the initiative was highlighted.

RESOLVED –

- (a) That the contents of the submitted report, be noted, and that the selection of The Recreations as Leeds City Council's 'Streets for People' project, be approved;
- (b) That expenditure of £900,000 to deliver the project, be approved, and that it be noted that the Highways and Transportation service will be the lead service for this delivery;
- (c) That it be noted that the Chief Officer (Highways and Transportation) will receive further reports to enact statutory powers and processes in order to deliver the proposals, as detailed within the submitted report.

RESOURCES

78 Estate Management Strategy

The Director of City Development submitted a report presenting a proposed Estate Management Strategy for the period 2021 – 2025. The report presented the principles by which the Strategy was underpinned and how it looked to respond to the Council's financial position and the evolving approaches taken towards ways of working and service delivery, with the aim of driving greater benefits for the city, its residents and its businesses.

Responding to a Member's enquiry, the Board received assurance that sufficient provision was in place to enable those residents who did not use digital methods to interact with the Council and its services. In addition, detail was provided on the actions being taken to promote digital inclusion within the community.

The Chief Executive highlighted how the development of the Council's workforce plan aligned closely with the Estate Management Strategy, and through the ongoing staff consultation which was taking place, the aim for the Council was to ensure that it continued to provide effective services for the people of Leeds, whilst also being able to adapt to new ways of working.

Responding to a Member's comments, it was suggested that the Member in question liaise with officers within the Asset Management service in order to discuss any proposals they had regarding the review of assets within their own Ward, and also regarding any sites where there may be potential for commercial investment.

Also, responding to a Member's enquiry, the Board noted that there was no intention to introduce a moratorium upon the sale of assets, given the financial position of the Council and the important source of income played by the Council's Capital Receipts programme.

RESOLVED –

- (a) That the 2021-2025 Estate Management Strategy, as appended to the submitted report, be approved;
- (b) That it be noted that the Director of City Development intends to develop and maintain an Implementation Plan which will set out the specific asset changes for the coming years, from which maintenance and management plans can be established;
- (c) That it be noted that further reports will be presented to Executive Board in due course regarding specific estate rationalisation proposals, along with the annual Capital Receipt programme update, and any other estate changes which fall outside of approved delegations.

79 NPS Leeds Ltd. 2022 Joint Venture Review

The Director of City Development submitted a report which presented proposals regarding the Council's future relationship with Norfolk Property Services (NPS) Leeds Ltd., a company providing technical services for a range of construction projects. The matter was being submitted to the Board for consideration, given that the current Joint Venture Company agreement was due to expire in 2022.

Members welcomed that the proposed 10 year agreement would include 3 break clause points, as opposed to the 2 in the existing contract, in order to provide greater flexibility.

Also, responding to a Member's enquiry, assurance was provided that should specialist expertise be required for a specific development which was not available from NPS, then the proposed agreement would enable this to be sought externally.

RESOLVED –

- (a) That an extension of the current agreement between Leeds City Council and Norfolk Property Services until 31st of March 2022, be agreed;
- (b) That the extension of the Joint Venture Company between Leeds City Council and Norfolk Property Services for a further 10 years (with a break clause in years 2, 5 and 7), be agreed;
- (c) That the necessary authority be delegated to the Director of City Development, in order to enable the Director to finalise the contractual terms between Leeds City Council and NPS Leeds Ltd.;

- (d) That it be noted that the implementation and management of the contract with NPS is overseen by the Chief Officer for Asset Management and Regeneration.

80 Financial Health Monitoring 2021/22 - September (Month 6)

The Chief Officer, Financial Services, submitted a report which provided an update on the financial health of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account as at month 6 of the 2021/22 financial year.

Responding to a Member's enquiry, clarification was provided regarding a policy change which had been confirmed by Government in relation to claims for Empty Rate Relief and the positive impact that this would have on the Council's budgetary position moving forward.

In response to a Member's request for an update on the projected overspend in respect of the Waste Management service and on the service's operational matters, the Board received a brief update regarding collection rates, with Members being advised that it was intended for a report to be submitted to the December 2021 Executive Board.

Responding to a Member's enquiry, the Board received details regarding the allocation of Waste Management staff during the period of the year when brown bin collections ceased, with it being noted that for the forthcoming period, that extra capacity would be utilised to manage the excess black bin waste which continued to be generated.

With regard to the forecasted underspend for energy costs in relation to street lighting, Members were advised that this was due to the fact that the Council was locked into a tariff which currently protected the Authority from increased energy prices in this area, and in addition, it was noted that the progress being made in respect of the LED programme also enabled an element of cost benefit.

Responding to a Member's question, the Board received further information on the projected staffing underspend within the Highways and Transportation service.

Finally, the Board received an update with regard to the highways gritting service and its preparedness for winter, with it being noted that the depot was currently well stocked.

RESOLVED –

- (a) That the projected financial position of the Authority at the end of September (Month 6), as detailed within the submitted report, be noted, together with the projected impact of COVID-19 on that position;
- (b) That, as at the end of August 2021, it be noted that for 2021/22 the Authority is forecasting an overspend of £1.234m;

- (c) That it be noted that the position as reported does not reflect the potential effects of any further local or national lockdown arrangements on the financial projections.

(At the conclusion of this item, Cllr Rafique left the meeting room)

81 Capital Programme 2021/22 – 2025/26: Quarter 2 Update

The Chief Officer, Financial Services submitted a report which presented the Council's updated Capital Programme for 2021-2026, split between the General Fund and Housing Revenue Account (HRA), with a forecast of resources available over that period. The report also provided a specific update in respect of the 2021/22 programme.

Responding to a Member's enquiry, the Board received clarification regarding the breakdown of the Capital Programme's funding sources, as detailed within the submitted report.

RESOLVED –

- (a) That the following injections into the Capital Programme, as detailed at Appendix A (iii) to the submitted report, be approved:-
- £805.0k of Green Homes Grant to support a range of measures to increase energy performance and reduce fuel poverty for both private and Council Housing;
 - a £217.4k insurance receipt following storm damage at Benton Park High School; and
 - £32.0k of Environment Agency Grant to continue to progress the design of a flood alleviation scheme at Lin Dyke, Kippax.
- (b) That it be noted that the above resolution to inject funding of £1,054.4k into the Capital Programme will be implemented by the Chief Officer, Financial Services;
- (c) That the latest position on the General Fund and HRA Capital Programme, as at quarter 2 of 2021/22, as detailed within the submitted report, be noted;
- (d) That the additional Capital Receipts Incentive Scheme (CRIS) allocations to Wards and Community Committees for the period April 2021 to September 2021 of £141.6k, be noted;
- (e) That the Learning Places Programme be agreed as the spending priority for investment of the Community Infrastructure Levy (CIL) Strategic Fund (financial year 2022/23), given the continued need in particular for secondary school places.

82 Treasury Management Strategy Update 2021/22

The Chief Officer, Financial Services, submitted a report presenting a review and update of the Council's Treasury Management borrowing and investment strategy for 2021/2022.

The Board acknowledged the likely interest rate rise which was anticipated in 2022. With this in mind and in response to a Member's enquiry, officers undertook to provide the Member with details of how an interest rate increase of 0.75% would affect the Council's debt repayment levels.

Linked to this, Members also received an update regarding the general approach being taken by the Council towards longer term borrowing moving forward.

RESOLVED – That the update provided on the Treasury Management borrowing and investment strategy, as detailed within the submitted report, be noted.

83 Domestic Violence and Abuse Support in Safe Accommodation Strategy

The Director of Communities, Housing and Environment submitted a report which presented the Domestic Violence and Abuse Support in Safe Accommodation Strategy for the Board's approval. In doing so, the report outlined the partnership approach which had been undertaken in the development of the strategy and provided details of the new regulatory framework in this area.

Responding to a Member's enquiry, the Board was provided with an update on the resource which remained in place to support the local community in Holbeck where the Managed Approach operated prior to its cessation, and also the support which continued to be provided to the vulnerable women involved in sex work in that area. In providing such information, the Member in question was offered a briefing on such matters, if required. Members also discussed the extent to which there was a link between the specifics of the proposed strategy, as detailed within the submitted report and the support being provided to sex workers and the local community in the Holbeck area.

A Member highlighted the importance of ensuring that the proposed strategy looked to improve engagement with those suffering from domestic violence and signpost them to appropriate support. In response, those comments were acknowledged, with it being noted that representations would continue to be made to Government around the current restrictions on funding allocations in this area so as to maximise the support available and build upon the provision that was already in place.

RESOLVED –

- (a) That the contents of the submitted report, be noted, and that the Domestic Violence and Abuse Support in Safe Accommodation Strategy, as appended to the report, be approved;
- (b) That the new regulatory context for this strategy, be noted, with it also being noted that as a result, the Local Authority will continue to work with the Department for Levelling Up, Housing and Communities in order to respond to any amendments and changes to support the implementation of the Domestic Abuse Act 2021;

- (c) That it be noted that the Director of Communities, Housing and Environment is responsible for the implementation of the strategy.

(At the commencement of this item, Cllr Rafique returned to the meeting room)

84 Safer, Stronger Communities - Leeds Plan (2021-2024)

The Director of Communities, Housing and Environment submitted a report presenting the 'Safer, Stronger Communities: Leeds Plan (2021-24)' which set out the strategic direction of the Leeds Community Safety Partnership, the Safer Leeds Executive, with a recommendation that, following the associated consultation which had been undertaken, the Plan be referred to full Council for the purposes of formal adoption, in line with the Council's Budget and Policy Framework Procedure Rules.

In introducing the report, the Executive Member highlighted the priorities of the strategy and the partnership approach which had been taken to develop it. Also, it was highlighted that the new strategy included a focus upon violence against women and girls and it provided an undertaking that an annual update statement would be produced.

With reference to the previous discussion regarding the former Managed Approach in the preceding agenda item, specific reference was made to the inclusion of sex workers in this proposed strategy, which was welcomed.

RESOLVED –

- (a) That the 'Safer, Stronger Communities: Leeds Plan (2021-24)' as appended to the submitted report, be endorsed, and that agreement be given for it to be referred to full Council with a recommendation that it is formally adopted as Council policy;
- (b) That it be noted that the Director of Communities, Housing and Environment will lead on, and implement such matters.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

DATE OF PUBLICATION: FRIDAY, 19TH NOVEMBER 2021

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00 P.M., FRIDAY, 26TH NOVEMBER 2021

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