



SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday 15 June 2022 at 10.30 am

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

MEMBERSHIP

Cllr P Alderson	– Guiseley & Rawdon
Cllr N Buckley	– Alwoodley
Cllr M Foster	– Ardsley & Robin Hood
Cllr J Garvani	– Horsforth
Cllr S Hamilton	– Moortown
Cllr A Hussain	– Gipton & Harehills
Cllr W Kidger	– Morley South
Cllr M Shahzad	– Moortown
Cllr N Sharpe	– Temple Newsam
Cllr P Truswell (Chair)	– Middleton Park
Cllr I Wilson	– Weetwood
Whips Nominee	
Whips Nominee	

To Note: Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

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

[Scrutiny Board \(Infrastructure, Investment & Inclusive Growth\) 15 June 2022](#)

A G E N D A

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

4

DECLARATIONS OF INTERESTS

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

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 6 APRIL 2022

5 - 12

To approve as a correct record the minutes of the minutes of the meeting held on 6 April 2022.

7

TERMS OF REFERENCE

13 -
32

To consider the Scrutiny Board's Terms of Reference as presented in the report of the Head of Democratic Services.

8

CO-OPTED MEMBERS

33 -
36

To consider the appointment of co-opted members to the Scrutiny Board (Infrastructure, Investment and Inclusive Growth).

9

PERFORMANCE REPORT

37 -
54

To consider the report of the Director of City Development, which presents a summary of 2021/22 performance data. This report provides an update on progress in delivering the relevant priorities in the Best Council Plan.

10

REFERRAL TO SCRUTINY: FLOOD RISK MANAGEMENT (KIRKSTALL - CLLR ILLINGWORTH)

55 -
64

To consider a referral to Scrutiny in the name of Cllr Illingworth, regarding flood risk management in Kirkstall.

11	SOURCES OF WORK To receive a report from the Head of Democratic Services on potential sources of work for the Scrutiny Board.	65 - 108
12	WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2022/23 municipal year.	109 - 124
13	DATE AND TIME OF NEXT MEETING The next Scrutiny Board (Infrastructure, Investment & Inclusive Growth) meeting will take place on 13 July 2022 at 10am. There will be a pre-meeting for members of the Board at 9.45am.	

Public Document Pack Agenda Item 6

SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 6TH APRIL, 2022

PRESENT: Councillor P Truswell in the Chair

Councillors J Bentley, N Buckley, K Dye,
J Illingworth, L Martin, M Shahzad and
P Wadsworth

64 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals.

65 Exempt Information - Possible Exclusion of the Press and Public

There were no exemptions.

66 Late Items

There were no late items.

67 Declarations of Interests

There were no declarations of disclosable pecuniary interests.

68 Apologies for Absence and Notification of Substitutes

Apologies were received from Cllrs Gettings, Hussain and Sharpe.

Cllr Illingworth attended as a substitute for Cllr Sharpe.

69 Minutes - 17 February 2022

RESOLVED - That the minutes of the meeting on 17 February be approved as an accurate record.

70 100% Digital Leeds

The report of the Chief Digital and Information Officer set out the latest annual update on the Council's 100% Digital Leeds digital inclusion programme.

The report outlined some of the varied ways in which the programme aims to deliver improved outcomes for people in Leeds through digital inclusion. It also highlighted the increased recognition of digital inclusion as an 'enabler' to deliver many of the strategic priorities of the Council.

Those in attendance for this item were:

- Jason Tutin (Digital Learning & Development Manager)
- Amy Hearn (Digital Inclusion Co-Ordinator)

The Chair introduced the item by reflecting upon the development of the digital inclusion agenda since the Board originally considered the issues via an inquiry in 2015.

He noted the national recognition of the work taking place in Leeds and the role of the Digital Learning & Development Manager in shaping the 100% Digital Leeds programme.

It was noted that in previous years the Board has considered a 'Smart Cities' report alongside the 100% Digital Leeds update. Members were advised that this had been postponed due to the ongoing restructure of the Integrated Digital Service and the development of the City's new Digital Strategy.

The Scrutiny Board requested that an update on the work previously badged as 'Smart Cities' be provided to members in the new municipal year.

Jason Tutin informed the Scrutiny Board that the 100% Digital Leeds team is now part of the Integrated Digital Service and will be part of the Digital Change function in IDS following the service restructure.

Jason highlighted a higher prevalence of digital exclusion amongst people who are experiencing broader social exclusion for a range of reasons including long-term health conditions, poverty, homelessness or disability.

The Board was advised that the 100% Digital team has always taken a 'furthest first' approach to digital inclusion, working with partners who support some of the most digitally excluded people in the city.

The Board considered how an individual's digital inclusion journey changes over time and the solutions may also differ at different stages of their life.

It is estimated that tens of thousands of people in Leeds are likely to be digitally excluded and these figures are expected to rise once the period of the covid-19 pandemic is taken into consideration.

Jason reiterated that the vision for the service is that everyone in Leeds should have equal opportunity to use digital tools, technology and services in the right way for them.

Members discussed the importance of supporting organisations who already have trusted relationships with people who are digitally excluded.

Jason updated members on:

- work with residents and staff in Leeds care homes
- support for the Older People's Digital Inclusion Network.
- work with Beeston and Middleton Local Care Partnership to develop a local network of Digital Health Hubs.
- work funded by the NHS Leeds Clinical Commissioning Group to increase digital inclusion for people with learning disabilities and autism.

- work with prisoners to equip people with the digital skills required to find a home and access employment upon release.
- Support for the Community Calling Campaign in Leeds, which gifted smartphones to people who were digitally excluded.

Jason and Amy outlined the complexity of embedding digital inclusion within the support provided to people experiencing homelessness.

It was noted that the team will only engage with regional or national work if it is judged to have a direct benefit to people in Leeds who are digitally excluded.

Members drew comparisons with earlier and ongoing work to support literacy to enable people to access wider social and economic benefits.

Amy outlined the challenges and complexity of measuring the impact and outcomes of the work of the 100% Digital Leeds team. Members were keen that where measurable data is available it should be used to evidence the impact of the team. Members welcomed the use of case studies to illustrate the wide-ranging benefits an individual can experience through improved digital access.

The Board discussed the likelihood that those who are digitally excluded are also likely to be the heaviest users of some key public services. It was suggested that increasing digital inclusion for some people could create capacity within 'in person' channels in council and health services to ensure resources are directed as efficiently as possible.

It was agreed that digital inclusion is an important tool to help tackle poverty and inequality.

Members discussed the wide spectrum of digital inclusion, including being able to access information about decisions that will affect local communities.

RESOLVED - Members agreed to:

- a) endorse the approach being taken to increase digital inclusion across the city through the delivery of the 100% Digital Leeds programme under the leadership of the 100% Digital team in IDS.
- b) That the Board should continue to provide oversight of the 100% Digital Leeds programme by receiving update reports on an annual basis.

71 Inquiry Finalisation: Consideration of outstanding matters

The Report of the Head of Democratic Services set out the progress to date with the Scrutiny Board's inquiry into the prevention of death and serious injury on the roads.

It was noted that Board members had identified three areas of outstanding interest following the completion of a draft inquiry report in January 2022:

- School crossing patrols
- Pedestrian Crossing Criteria
- School Streets

The following were in attendance for this item:

- Cllr Helen Hayden (Executive Member)
- Richard Jackson (Head of Service)
- Joel Dodsworth (UTMC Manager)
- Lynsey McGarvey (Principal Transport Planner)

It was noted that Nick Hunt (Traffic Engineering Manager) was unable to attend the meeting as anticipated.

Officers were invited to introduce the items relevant to their respective areas.

School Crossing Controls

Richard Jackson outlined the process for assessing applications for school crossing patrols, noting that the Council applies criteria in line with national policy to determine where resources will – or will not - be allocated.

He further noted the steps that can be taken to assess physical interventions that may be possible should an application not be successful.

Members of the Board discussed the cost of school crossing patrols, the number of requests over the last year, the number of vacant posts and the steps taken to address long standing challenges with regards to recruitment to these posts.

Members of the Board were informed that schools can now pay for the school crossing patrol service if they do not meet the criteria.

Members discussed the accessibility of information about how to submit a request to the service and details of how schools can pay for the service where an application is not successful.

It was recommended that the service should work more closely with the Influencing Travel Behaviour team to consider ways in which additional support could be provided to schools where an application for a crossing patrol is unsuccessful. It was suggested this should include options for training and education.

Members of the Scrutiny Board discussed the process for replacing patrol officers upon retirement.

Pedestrian Crossing Criteria

Joel Dodsworth confirmed that the process for evaluation of new formal pedestrian crossing requests remains the same as that considered by the Scrutiny Board in 2019 and set out in the appended report in the name of the Director of City Development (appendix 4).

The Scrutiny Board considered the new technology that is being introduced at crossings throughout Leeds, which prioritises pedestrians and provides greater clearance time to better reflect average walking speeds.

It was noted that changes in the technology used at pedestrian crossings, such as near side displays rather than traditional far side displays, is anticipated to promote inclusivity.

Members were advised that in some areas of the city new infrastructure has been put in place, but sites will need to be revisited to install additional software.

The Scrutiny Board discussed ways in which dangerous cycling can be addressed, the cost of technology used at new crossings and the advantages and disadvantages of countdown timers.

The Scrutiny Board requested that a review of accident statistics at pedestrian crossings be carried out once new technology has been installed, and that the results of that review be provided to the Scrutiny Board.

School Streets

Lynsey McGarvey updated the Board on the outcome of an 18-month trial of 'School Streets,' which began in 2020. As set out in the appended paper in the name of the Principal Transport Planner, the Highways department recommended that all but two of the Temporary Traffic Regulation Orders should be replaced with permanent Traffic Regulation Orders.

Lynsey McGarvey advised the Board that a full evaluation of the trial is underway to identify additional learning that can inform the approach to future school streets.

The Board discussed matters including:

- Increases in active travel at schools involved in the trial.
- Potential future funding for additional school streets via WYCA.
- Stakeholder feedback and the need for local support from key stakeholders.
- Limited options for enforcement in areas outside of London, with regulations currently requiring engagement from the Roads Policing Unit.
- The future role of education and training to support the introduction of school streets.
- The importance of understanding existing challenges with local parking behaviours, which could impact on the successful introduction of school streets.

- The potential to introduce school streets during school development or expansion works.
- The process for making an application to be considered for a new school street.
- The pressures on school staff who need to physically set up the school street each day, especially where a road has multiple entry points.

The Scrutiny Board expressed its broad support for the continuation of the school streets process but reiterated the importance of securing local support for new school streets and working to influence changes in poor parking behaviours.

RESOLVED – That the following recommendations be incorporated into the final inquiry report, which is to be brought back to the Board for formal approval at the start of the new municipal year:

- The Passenger Transport team to work more closely with the Influencing Travel Behaviour Team to assess options to provide additional support to schools where an application for a school crossing patrol is unsuccessful.
- To consider increasing the visibility of information on the Council's website about the process to apply for a school crossing patrol and the details of how to pay for that service if the application is unsuccessful.
- The results of a review of accident statistics at pedestrian crossings to be provided to the Scrutiny Board to understand the impact of changing technology on road safety.

The Scrutiny Board further noted the support of its members for the wider roll out of the school streets programme.

72 Temporary Road Closures: Process, Communication & Engagement

The report of the Chief Officer (Transportation and Highways) outlined the current processes for temporary road closures required in connection with work across the district. The report summarised the engagement and consultation procedures linked to temporary road closures including enhanced engagement for major projects.

The report and subsequent discussion sought to address concerns raised in September 2021 via a referral to scrutiny in the name of Cllr Matthew Robinson.

The following were in attendance for this item:

- Cllr Helen Hayden (Executive Member)
- Cllr Matthew Robinson (Original Referrer)
- Gary Bartlett (Chief Officer, Transportation and Highways)
- Adrian Hodgson (Traffic Manager)
- Oliver Priestley (Head of Engineering and Infrastructure)

Adrian Hodgson introduced the item, noting the concerns raised by Cllr Robinson in September following the temporary closure of Leeds Road in Scholes.

Adrian outlined the current processes associated with temporary closures including legal requirements, engagement and notification processes that go beyond the legal minimum and the enhanced procedures adopted for major projects.

Matter discusses included:

- The scale of road closures that take place in the city each year.
- The responsibilities of utility firms carrying out emergency works and scheduled maintenance.
- Engagement with emergency services and the offer to provide training for partners on One.Network.
- Training on One.Network for elected members – training has been offered to all 99 councillors and will be offered again in future. Training can also be offered to members of Town and Parish Councils.
- The specific engagement procedures followed in the case of major projects.
- The actions that have been taken to publicise planned road closures that are taking place to allow work to be carried out safely on the Armley Gyratory.
- Arrangements to enable 'blue light access' to Armley Gyratory while road closures are in place.
- The launch and development of the Leeds: Plan Ahead campaign.

It was confirmed that the Highways team would be happy to engage with any future relaunch of the annual Town and Parish Charter review, subject to the outcome of the ongoing discussions between the Communities Team and their Executive Board member.

Cllr Robinson thanked officers for the detailed report and for considering the issues raised in September in detail. He extended his thanks to the Parish Council, constituent George Hall and former Parish Councillor Howard Bedford for their work in this area.

Officers reiterated that current processes are regarded as robust and go 'above and beyond' the legal requirements. However, there remains a commitment to learn lessons from individual closures to inform future work. Officers confirmed they will also assess any specific recommendations for ways the service can further improve its processes in conjunction with the Executive member.

RESOLVED - Members agreed to note the report and endorse the following actions that have been taken:

- The offer to provide training to the emergency services on the use of One.network;
- Specific action to liaise with West Yorkshire Ambulance Service on the use of One.network for journey route planning;
- An additional offer of One.network supplier training for all Members of the Council

- The commitment to a dedicated resource to assist in communication and engagement on major schemes
- The Integration of the Connecting Leeds communications project into major transportation schemes being promoted by the service
- Creation of a highway disruption web site content at www.leeds.gov.uk/Planahead;
- A commitment to continue to review practices and implement change in line with best practice; and
- A commitment to work with colleagues in Communities to engage with local councils and communities to enhance locality communication and engagement.

73 Work Schedule

The Principal Scrutiny Advisor presented the Work Programme.

RESOLVED – That the provisional dates for 2022/23 be noted.

Chair's Closing Remarks

The Chair formally noted his thanks to all Board Members for their contributions during 2021/22.

He asked that particular thanks be noted for the work of Cllr Bentley, who will be retiring from the Council in May 2022, and Councillors Goddard and Taylor who both stood down prior to the end of the municipal year.

Congratulations were noted in respect of Cllr Gettings who will be nominated to take on the role of Lord Mayor in 2022/23.

74 Date and Time of Next Meeting

RESOLVED – That the next meeting of the Scrutiny Board will take place on 15 June at 10.30am. there will be a pre-meeting for Board members at 10.15am.

Scrutiny Board Terms of Reference

Date: 15 June 2022

Report of: Head of Democratic Services

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- This report presents the terms of reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).
- While general Terms of Reference are applied to all Scrutiny Boards, the variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution.
- Further information is presented within this report to show how each of the five individual Scrutiny Boards align to 2022/23 Officer Delegated Functions and Executive Portfolios.
- In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will also continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

Recommendations

- a) Members are requested to note the Terms of Reference as they relate to the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).

Why is the proposal being put forward?

1. This report presents the Terms of Reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).
2. The general Terms of Reference applied to all Scrutiny Boards are set out in Appendix 1.
3. The variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution (see Appendix 2).
4. Further detail has been provided to illustrate how each of the five Scrutiny Boards align to 2022/23 Officer Delegated Functions and Executive Portfolios (Appendix 3).

What impact will this proposal have?

Wards affected: All

Have ward members been consulted? Yes No

5. This report seeks to clarify the Terms of Reference for the Scrutiny Board (Infrastructure, Investment & Inclusive Growth).

What consultation and engagement has taken place?

6. The Terms of Reference were formally considered and approved by the Council at the Annual General Meeting on 26 May 2022.

What are the resource implications?

7. This report has no specific resource implications.

What are the legal implications?

8. This report has no specific legal implications.

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

9. This report has no risk management implications.

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

Inclusive Growth Health and Wellbeing Climate Emergency

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

Appendices

11. Appendix 1 - General Terms of Reference applied to all Scrutiny Boards.
12. Appendix 2 - Article 6 of the constitution showing the variations in the Scrutiny Boards' remits, together with their special responsibilities.

13. Appendix 3 – Details of how individual Scrutiny Boards have been aligned to Officer Delegated Functions and Executive Portfolios for 2022/23.

Background papers

14. None.

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Scrutiny Board

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

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

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

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS

6.1 ROLE

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

6.2 VISION FOR SCRUTINY

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

6.3 ROLE OF SCRUTINY

Policy development and review

Within their Terms of Reference all Scrutiny Boards may:

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

Scrutiny

Within their terms of reference all Scrutiny Boards may:

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

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

Article 6 - Scrutiny Boards

6.4 SCRUTINY OFFICER

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

The functions of the Scrutiny Officer are:

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

6.5 PROCEEDINGS

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

6.6 MEMBERSHIP

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

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

6.7 SCRUTINY BOARD CHAIRS

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

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

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

² Under Section 9FB Local Government Act 2000.

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

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

⁵ After consultation with the relevant Scrutiny Chairs

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

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

Vision for Scrutiny at Leeds

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

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

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

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

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

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

Consequently, when establishing their work programmes Scrutiny Boards should

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

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

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

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

2 – Crime and Disorder

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

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

3 – Health

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

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

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

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

¹⁰ In accordance with Section 9FH Local Government Act 2000

¹¹ In accordance with Section 19 Police and Justice Act 2006

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

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

¹⁴ Any matter concerning –

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

Article 6 - Scrutiny Boards

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

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

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

4– Residual Responsibility

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

Appendix 3: Scrutiny Board Alignment to Executive Functions

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

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Co-opted Members

Date: 15 June 2022

Report of: Head of Democratic Services

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. For several years, the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards.
- For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have usually been reviewed on an annual basis at the beginning of a new municipal year.
- This report provides guidance to the Scrutiny Board about the appointment of co-opted members. In addition to general provisions applicable to all Boards, there are also a number of specific legislative arrangements for certain co-opted members. Such cases are set out in the Council's Constitution and are also summarised within this report.

Recommendations

- a. In line with the options available and information outlined in this report, members are asked to consider the appointment of co-opted members to the Scrutiny Board.

Why is the proposal being put forward?

1. In most cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. The Scrutiny Board Procedure Rules within the Council's Constitution outline the options available to Scrutiny Boards in relation to appointing co-opted members.
2. In general terms, Scrutiny Boards can appoint:
 - Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
3. To assist the Scrutiny Board, this report sets out a number of key issues to consider when seeking to appoint a co-opted member.
4. As well as general provisions for co-opted members, applicable to all Boards, Article 6 of the Council's Constitution reflects the specific legislative arrangements that relate to Education representatives co-opted onto the Children and Families Scrutiny Board.

What impact will this proposal have?

Wards affected: All

Have ward members been consulted?

Yes

No

1. It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards and facilitate co-operation and, where appropriate, joint working between Scrutiny Boards.
2. The Scrutiny Board Procedure Rules make it clear that co-option would normally only be appropriate where the co-opted member has specialist skill or knowledge, which would be of assistance to the Scrutiny Board.
3. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be viewed as a replacement for professional advice from officers.
4. Co-opted members should be considered as representatives of a particular group of stakeholders. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
5. When considering the appointment of a co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the year in view of the Scrutiny Boards' wide-ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a specific scrutiny inquiry.
6. The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due

regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

What consultation and engagement has taken place?

7. The guidance surrounding co-opted members has previously been discussed by Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees onto their respective boards.

What are the resource implications?

8. Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

What are the legal implications?

9. Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

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

10. When considering the appointment of a standing co-opted member for a term of office, members should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide-ranging terms of reference.

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

Inclusive Growth Health and Wellbeing Climate Emergency

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

Appendices

12. None.

Background papers

13. None.

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Performance Update City Development, Children and Families and Chief Executive

Date: 15th June 2022

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

Report to: Infrastructure, Investment & Inclusive Growth Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Infrastructure, Investment & Inclusive Growth Scrutiny Board and in line with the Best Council Plan. ([link here](#))
- This report covers quarter 4 2021/22 Performance information (or latest available where quarter 4 data is not available).
- Performance was previously reported to the Board in January 2022 (quarter 2 2021/22).

Recommendations

- a) Members are recommended to note the performance information contained in the Appendix to this report and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- b) Members are asked to note that this is the last report presenting performance linked to the Best Council Plan priorities; future reports will be based on the Three Pillars contained in the Best City Ambition.

Why is the proposal being put forward?

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

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

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

What consultation and engagement has taken place?

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

What are the resource implications?

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

What are the legal implications?

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

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

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

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

Inclusive Growth Health and Wellbeing Climate Emergency

- 7 This report supports the council's 3 pillars by providing performance information for Infrastructure, Investment & Inclusive Growth that relates to the economic growth of a healthy city with high quality services. It demonstrates what action is being taken to affect performance (where relevant) and to allow the board to challenge the same and consider whether any further focus should be given to any particular area in supporting these pillars.

Options, timescales and measuring success

a) **What other options were considered?**

8 N/A

b) **How will success be measured?**

9 N/A

c) **What is the timetable for implementation?**

10 N/A

Appendices

11 The following appendix is attached to this report:

- Appendix 1 – Performance Report (Summary of Key Issues)

Background papers

12 Best Council Plan 2020 to 2025

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**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

1. Employment in Leeds

Indicator	Target	2019	2020 (provisional)	Change
Employment in Leeds	Increase	473,044 people	461,188 people	-11,856 people

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

The 2020 provisional results stand at 461,188 jobs (379,162 private and 82,026 public sector). This was reported to the board in January and the next update is due in November.

2. Unemployment in Leeds

Indicator	Target	2020	2021	Change
Unemployment in Leeds	Decrease	4.1%	5.5%	+1.4% points

The unemployment figure from the ONS for the period January 2021 to December 2021 shows that 5.5% of the working age population in Leeds was unemployed, rising from 4.1% from the same period in the previous year. The average rate across core cities was 6.5% and the West Yorkshire average was 5% - a little higher than the UK average of 4.5%.

The next release of data for April 2021 to March 2022 is due in July.

3. Gross Value Added (GVA) per filled job

Indicator	Target	2018	2019	Change
GVA per filled job	Increase	£53,311	£55,206	+£1,895 per job

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

The latest release for 2019 stands at £55,206 per filled job. This was reported to the board in January and the next update is due in July.

KEY	TARGET
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE
Change in the right direction
No change / no material change
Change in the wrong direction
N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

4. Number of new business start-ups

Indicator	Target	2020	2021	Change
New business start-ups	Increase	5,350	4,299	-351

This indicator reports business start-ups using figures from BankSearch which compiles information from Companies House and High Street Business Bank account openings data. The data is reported in calendar years and the target for 2021 is an increase against the number of start-ups reported for the calendar year 2020 i.e. greater than 5,350 start-ups.

For the period January to December 2021, there were 4,299 business start-ups. This represents a decrease on the corresponding period of the previous year.

For the first 3 months of 2022, there were 1,093 business start-ups in Leeds (11.5% fewer businesses start-ups compared with the corresponding period of last year, according to latest data from BankSearch). This growth rate ranks Leeds at 66 out of the 309 English districts.

5. Number of business scale ups

Indicator	Target	2019	2020	Change
Business scale ups*	Increase	585	605	+20

* 3 years of 20% growth in turnover or employment

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

The 2020 result of 605 is made up of 200 businesses showing over 20% growth in employment and 405 businesses showing over 20% growth in turnover.

6. Business survival rate

Indicator	Target	2019	2020	Change
5-Year Survival Rate	Increase	42.9%	40.8%	-2.1% points

This annual indicator reports the number of new businesses still trading after 5 years. The data comes from Business Demography which is an annual publication produced from the Inter-Departmental Business Register (IDBR), and reported via the ONS. The latest release for 2020 stands at 40.8% (1,760 out of 4,315 business that started in 2015 have survived until 2020 in Leeds). This figure was reported to the board in January.

KEY	TARGET
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE
 Change in the right direction
 No change / no material change
 Change in the wrong direction
 N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

Leeds ranked 3rd of the core cities behind Bristol (41.7%) and Sheffield (41.1%). Manchester (33.8%) and Birmingham (29.9%) ranked lowest of the core cities for the five year survival rate up to 2020.

The UK average over the same period was 39.5% survival, while across Yorkshire and Humber and West Yorkshire the survival rates were 39.8% and 40.3% respectively. These have all dropped since the previous year where the UK average was 42.5%; Yorkshire and Humber average was 43.0% and West Yorkshire was 42.7%.

7. Change in business rates payable since 2017 revaluation

Indicator	Target	2017/18		Change
Change in business rates payable since 2017 revaluation	Increase	£446,130,102	-	-
	Target	1 st April 2021	31 st March 2022	Change
Within-Year Change	Increase	£462.9m	£464.14m	0.26%

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

The difference in gross business rates payable between the 1st April 2021 and the 31st March 2022 is reported here, i.e. the within year change. On the 1st April 2021, £462.9m NNDR was payable, and by 31st March 2022 this had increased to £464.14m i.e. an increase of £1.24m or 0.26%. Growth in new developments has largely been matched by the removal of existing properties from the rating list, due to demolition or redevelopment, particularly conversion to residential.

8. Visitor economic impact for Leeds

Indicator	Target	2019	2020	Change
Visitor economic impact	Increase	£1,890 million	£891 million	-£999 million

This indicator reports the economic impact of 'Day and Night Visitors' to the Leeds economy. The latest result from the annual Economic Impact Report (produced by Global Tourism Solutions (GTS)) covers the impact of the pandemic and the results should be viewed in this context.

The 2020 result stands at £891m, a reduction on the figure of £1.89bn reported for 2019. This figure was reported to the January meeting of this Scrutiny Board.

KEY	TARGET
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE
 Change in the right direction
 No change / no material change
 Change in the wrong direction

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

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

Residents with at least Level 4	Target	2020	2021	Change
Percentage	Increase	46.9%	45.8%	-1.1% points
Count	N/A	239,800	235,100	-4,700

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

The ONS data for this indicator was released in April 2022, for the results for the 2021 calendar year. The working age population in Leeds educated to degree (NVQ4+) level decreased from 46.9% to 45.8 between the calendar year 2020 and 2021. The proportion educated to this level remains higher than the region (38.2%), and is higher than the national figure (43.5%). The next data will be released April 2023.

10. Number of people supported to improve their skills

Indicator	2021/22 Target	2021/22	Change
Supported to improve their skills	>=6,450 people	2,485 people	-

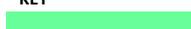
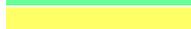
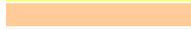
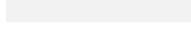
This indicator reports the number of people in Leeds supported by the council to improve their skills through both accredited and non-accredited courses. Provision is largely through our Adult Learning Programme with the target set by the Education and Skills Funding Agency (ESFA) to reflect funding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

The cumulative result is reported at quarter 4 for the 2020/21 academic year. The Adult Learning Programme continues to deliver an effective, broad and inclusive curriculum to support the continuation of learning in response to COVID-19 through an online platform in collaboration with subcontracted partners. Courses were delivered through a range of models including online, face to face and through distance learning. The pandemic has impacted on our services over the last 24 months, and the number of customers engaging have yet to return to our pre-pandemic levels.

11. Number of people supported into work

Indicator	2021/22 Target	2021/22	Change
Supported into work	>=3,500 people	3,473 people	-

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

KEY	TARGET	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

The cumulative result at the end of quarter 4 is 3,473 people supported into work. When compared to the same period in 2020/21 this is an increase of 2%. This represents 99% of the annual service target of 3,500. 1,828 (53%) of residents securing employment were from the 20% most deprived LSOA's on the Index of Multiple Deprivation. 1,198 (34%) were young people aged 16-24. 1,091 (31%) of the residents supported into work identified as BAME and 114 (3%) had a physical disability and a further 152 (4%) suffered from mental ill health.

12. Growth in new homes in Leeds

Indicator	Target*	Apr – Dec 2021	Change
Newly built & converted homes	>=3,247 homes	2,197 homes	-

* Core Strategy Selective Review target

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

In quarter 3 2021/22, the gross building of completed dwellings is 567 units. Of these, 449 units were on brownfield (79%) and 118 (21%) on greenfield land.

This represents a reduced performance in quarter 3, which is typically the lowest quarterly output during the year. The running total for delivery in 2021/22 is 2,197 which means a further 1,050 are required in quarter 4 to meet the target of 3,247 homes per annum – whilst there are over 4,000 homes currently under construction there is a real risk at this stage that the annual target will not be achieved.

Analysis of the latest New Homes Bonus (NHB) returns was included in the January performance report. This update is only available annually so we will look to include an updated position in the next performance report early next year.

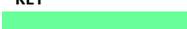
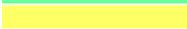
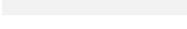
13. Number of affordable homes delivered

Indicator	Target*	Apr – Dec 2021	Change
Affordable homes delivered	>=434 AH (+ 796 pa for backlog)	331 homes	-

* Core Strategy Selective Review target

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

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

KEY	TARGET	CHANGE
	Target met / on track	Change in the right direction
	Target not currently on track	No change / no material change
	Target not met	Change in the wrong direction
	No comparison to target	N/A

**APPENDIX 1 – PERFORMANCE SUMMARY FOR THE
INFRASTRUCTURE INVESTMENT & INCLUSIVE GROWTH SCRUTINY BOARD
(QUARTER 4 2021/22 OR LATEST AVAILABLE DATA)**

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

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

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

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

The figure for quarter 3 2020/21 stood at 331 affordable homes delivered. Quarter 4 data is still being collated. From the data collated so far, 383 AH units have been delivered. This does not include all Homes England (HE) grant funded units delivered in Q3 and Q4 as HE have now moved to 6 monthly reporting and the HE grant funded units data will be available at the end of June. The performance of each delivery channel was: 138 through s106 planning obligations; 196 by RPs; and 49 through the Council Housing Acquisitions Programme.

As of May 2022, the council has 1,164 new build homes at various stages of development, including 188 Extra Care homes and 976 General Needs (of which 37 are planned to be built to M4(3) standard³). Of the 1,164 new build homes:

- 268 units are in construction;
- 896 units are in planning, design or early feasibility stages (further to this, 59 were handed to tenants in 20/21)

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

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

³ Building regulation covering access to and use of buildings which are wheelchair user dwellings.

KEY	TARGET	CHANGE
	Target met / on track	Change in the right direction
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	Target not met	Change in the wrong direction
	No comparison to target	N/A

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The delivery of affordable housing presents a range of complex challenges in terms of land availability, procurement and viability, and work is underway to develop Leeds Affordable Housing Growth – a Delivery Partnership Plan. This will consider the collective tools, funding and partners in place to increase and maximise affordable housing delivery and identify options for the partners to tackle this challenge up to 2025. The partnership plan is informed by significant engagement with the RP sector in Leeds, as well as developers. A workshop took place with Homes England in early May and a further workshop with WYCA is planned for late May to check and challenge the emerging document and to further develop our collaborative response to the challenge. As we develop the Plan, consultation will take place with Leeds Climate Commission, the Equality Hubs, Developer Forum, Shelter, National Housing Federation and Home Builders Federation.

The Council has been working closely with the West Yorkshire Combined Authority, Registered Providers and developers to ensure £67m devolved funding available through the Brownfield Housing Fund (BHF) is utilised to support our strategic housing ambitions. Plans are in place to target BHF funding to unlock and accelerate a number of major brownfield sites, particularly in the city centre, to deliver homes in sustainable locations close to employment opportunities and a range of amenities. In addition to The Guinness Partnership’s BHF scheme at Points Cross on Hunslet Road of 928 homes including 311 affordable mixed tenure homes which has now started on site, recent WYCA approvals have included schemes at Regent Street, Kirkstall Road, CITU in South Bank, Mabgate and Copperfields.

Following the release of a further £22m Brownfield Housing Fund, 13 further Leeds schemes have been submitted and will be assessed in due course. Some BHF schemes across the region are proving slow to deliver which may open up an opportunity for further applications.

14. Residential developments built to required accessible and adaptable (A&A) standards

This indicator is based on Policy H10, Accessible Housing which was introduced into the Development Plan when the Core Strategy Selective Review was adopted in Sept 2019. It requires all new build housing developments to have 30% accessible and adaptable (A&A) and 2% wheelchair accessible dwellings (WC), although student accommodation and hotels are exempt. This provision can only be required on sites granted planning permission after Sept 2019.

Sites receiving planning permission broadly have up to 3 years to commence the development, although it may take some time to complete. It is likely that it will take 3 years or more before performance against the KPI approaches the 30% target, owing to lower build-out rates during Covid-19 and the impact of the economic downturn.

Following further investigation it has become apparent that we are not able to accurately monitor accessible housing completions on a dwelling by dwelling with our existing monitoring systems and resources. We are able to accurately monitor the number of planning permissions granted for accessible dwellings and the available data is shown below:

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Quarter 1	Quarter 2	Quarter 3	Quarter 4
Data not collected	Planning permissions approved: 762 (A&A) 50 (WC)	Planning permissions approved: 420 (A&A) 27 (WC)	Data not yet available

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

Indicator	Target	Q2 2021/22 Result	Change
Progress 8 score at the end of Key Stage 4 (end of year 11)	N/A	N/A	-

The below information was reported to the Board in January and the next set of data is not expected until the autumn so will be reported to this Board next year.

The DfE released the Key Stage 4 statistical first release on Thursday 04 November⁴. This includes figures for Attainment 8, the percentage of pupils achieving a strong pass (grade 9-5) in English and maths, and the percentage of pupils achieving a standard pass (grade 9-4) in English and mathematics. Progress 8 results were not included due to the disruption in examinations over the last two academic years.

The government is clear that students entering GCSEs, AS or A levels in 2022 should expect to take exams in the summer and complete any non-exam assessments in the usual way throughout the year. In recognition of the fact that students' education has been disrupted by the pandemic, they will be given extra help to prepare for their exams, as detailed in this publication⁵.

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

Indicator	Target	2020 Result	2021 Result	Change
Total NEET & Not Known	N/A	7.9%	7.8%	-0.1% point
NEET	N/A	2.3%	2.5%	+0.2% points
Not Known	N/A	5.6%	5.3%	-0.3% points

In February, the DfE published figures for the annual performance indicator for NEET/Not Known. This indicator measures how effectively local authorities are tracking their young people and is based on the average figures for December, January, and February. The combined NEET/Not Known figure for Leeds is 1,356 young people/7.8 per cent (NEET: 429 young people/2.5 per cent, Not Known: 927 young people/5.3 per cent) and is marginally

⁴ <https://www.gov.uk/government/statistics/key-stage-4-performance-2021>

⁵ <https://www.gov.uk/government/publications/guidance-on-contingency-arrangements-for-gcses-as-and-a-levels-in-summer-2022/guidance-for-schools-colleges-and-other-exam-centres-on-contingency-arrangements-for-students-entering-gcses-as-and-a-levels-the-advanced-extension>

KEY	TARGET
	Target met / on track
	Target not currently on track
	Target not met
	No comparison to target

CHANGE	
	Change in the right direction
	No change / no material change
	Change in the wrong direction
	N/A

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lower than the previous year’s figure of 7.9 per cent. The gap between Leeds and national has however increased from 2.4 percentage points to 3.1 percentage points in 2022. This is due to national NEET/Not Known figures since November being lower than the corresponding months in the previous year. A statistical first release is still awaited, so no national rankings have yet been published.

Figures at the end of March show a rise in young people who are NEET from the previous month. There is a corresponding reduction, however, in the number of young people whose status is Not Known, suggesting that the status of more young people is being updated on a monthly basis.

The DfE also published in February the data for the September Guarantee; this demonstrates how young people are supported into post-16 education and training. The guarantee is about ensuring every young person of academic age 15 and 16 (Year 11 and Year 12) is entitled to have an appropriate offer in education, employment, and training by the end of September when they are in Year 12 and Year 13. The local authority is required to lead the September Guarantee process for 16-year-olds who are educated in their area, and for 17-year-olds who are resident in their area. The combined data show the proportion of young people in Year 11 and 12 who had an appropriate ‘offer’ remained broadly in line with last year’s performance and equates to 16,058 out of 17,230 young people (93.2 per cent). This is against a backdrop of an increasing cohort, with 2,071 more young people being part of the September Guarantee cohort in 2021 than there were in 2018; in 2021, there were 689 more young people than there were in 2020. Nationally, performance improved by just over one percentage point to 95.5 per cent, increasing the gap between Leeds and national to 2.3 percentage points in 2021. Leeds ranked equal 131 out of 152 local authorities and was in the fifth quintile for performance.

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

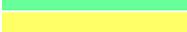
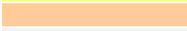
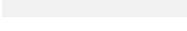
Indicator	Target*	Jan – Mar 2022	Change
People KSI in road traffic collisions	<=269 people*	131 people	-
Children & young people KSI in road traffic collisions	<=25 CYP**	17 CYP	-

* West Yorkshire Transport Strategy target

** 2019 result

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

Between January-March 2022 across all road users there were 131 people killed or seriously injured in Leeds, which compares with 43 people in the same period in 2021 and 63 in the same period in 2020. However, it should be noted that January-March 2021 was impacted by the restrictions implemented in relation to the COVID-19 pandemic, and also that in April 2021 there was a change to the system used by West Yorkshire Police to report casualties, which has resulted in an increase in the proportion recorded as seriously injured. Whilst staff at LCC have produced adjusted data for 2016-2019 to account for this change,

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in line with DfT recommendations, the relevant data for January 2020 to March 2021 has not yet been adjusted. The adjusted data for 2016-2019 shows that the average number of people killed or seriously injured in Leeds between January-March of the years 2016-2019 was 110.

In January-March 2022, 17 children and young people were seriously injured in road traffic collisions in Leeds (no children or young people have been killed in January to March of any year since 2018). The (unadjusted) data for Jan-March 2021 shows 4 children and young people seriously injured. The adjusted data shows an average of 10 children and young people killed or seriously injured in Leeds in January-March of the years 2016-2019.

In January-March 2022, 6 road users were killed compared to 4 in the same period of 2021 and an average of 5.75 in January-March of the years 2017-2020.

Road safety strategy: The Influencing Travel Behaviour team and the Leeds Safe Roads Partnership have prepared a consultation draft of the Leeds Safe Roads Vision Zero 2040 strategy. This was approved at Executive Board in February 2022. Public consultation took place between 28 February and 24 April.

A consultation plan was prepared and outlined the social media, printed promotional materials and an online survey via Commonplace, blog posts, press releases, a webinar and the drop in event at Kirkgate Market. Almost 800 consultation responses were received and the final strategy will be updated to incorporate the feedback. It is expected that the final strategy will be tabled at June/July Executive board.

Highway code changes: The highway code updates have been communicated using council social media platforms on twitter and Facebook, these updates were also contained in a dedicated blog post. All road safety training lessons have been updated to incorporate the changes.

Changes to mobile phone driving law: New mobile phone driving laws came into force on Friday 25 March 2022. This has been communicated via social media and the blog.

Road safety training: School based lessons have been delivered to 2,726 in years 3, 4, 5 & 6. Pedestrian Training has been delivered to 1,068 pupils in years 1, 2 & 4

Operation SPARC (Supporting Partnership Action to Reduce Road Casualties): This operation was developed in partnership with West Yorkshire Police (Leeds District) in response to an increase in anti-social driving complaints from residents. Since November 2021 to the end of March 2022, 838 drivers were dealt with by Roads Policing Unit (RPU), 8 by Off road bike team (ORBT). January to March 2022: 616 by RPU, 8 by ORBT. January to March 2022: 70 speed tickets, 127 advice given, 46 vehicles seized, 17 driving without reasonable care, 22 mobile phone, 87 vehicle defect / no MOT, 185 no seatbelt, 70 other.

Operation SNAP: Operation SNAP is a response to increasing submissions of video and photographic evidence relating to driving offences that members of the public have witnessed and introducing a streamlined process to deal with them. January - March 2022: 458 submissions in Leeds including 265 submissions from cyclists and 165 from car drivers. This has resulted in drivers being offered an Educational course (291), licence points / fine (37), court (12), further investigation (1), no further action (117).

National Bike Register engagements The Influencing Travel Behaviour team purchased Bike Register equipment and have registered 205 bikes on to the bike register to date. The

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events offer engagement with riders and offer road safety advice, maps, tips and information about Operation SNAP.

18. Satisfaction with a range of transport services

Indicator	Target	2018/19	2020/21	Change
Satisfaction with transport services	Increase	6.7 out of 10	6.6 out of 10	-0.1 out of 10

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

Satisfaction data is still awaited. The results and analysis will be reported to this Board at the next opportunity.

19. Number of passengers boarding buses in the Leeds district

Indicator	Target	2020	2021 (Provisional)	Change
Passengers boarding buses	Increase	32.9 million	37.5 million	+4.6 million

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

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

The latest survey took place in autumn 2021 with results expected this year.

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

Indicator	Target	Apr 2017 – Sep 2020	Apr 2017 – Dec 2021	Change
Properties moved to a lower level of flood risk	Increase	3,208 Residential 501 Commercial	3,261 Residential 504 Commercial	+53 Residential +3 Commercial

This annual indicator reports the number of commercial and residential properties moved to a lower level of flood risk by both the Flood Alleviation Scheme (FAS) and non-FAS local

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CHANGE
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schemes. The methodology used to calculate the result is that used by the Environment Agency (EA) for the purposes of funding bids and post-project delivery evaluation.

The latest result is that the number of properties moved to a lower level of flood risk between April 2017 and December 2021 was 3,261 residential and 504 commercial properties. The change since the previous update to this Board relates to the recently completed works on Otley FAS.

FAS2 is currently under construction, with Step 1 due to complete in Summer 2023. FAS 2 has a two-step approach: Step 1 which delivers 100yr scheme and started construction in Dec 2019; Step 2 is also now underway and uplifts the standard of protection across LFAS1 & 2 to 200yr plus adaptation to Climate Change up to 2069. It is anticipated that the FAS phase 2 will reduce the flood risk and provide better protection for 1,048 homes and 474 businesses.

The Otley FAS scheme commenced construction on 8th March 2021 with a benefit to affected properties of reducing the chances of flooding from 25% to 4% in any given year. This was substantially completed in December 2021, with minor landscaping to complete in the spring.

The future Flood Risk Management Programme shows 10 current schemes and 11 future schemes with a total budget requirement of around £24m; this does not include FAS 2.

A further item on the agenda for this Scrutiny Board meeting relates to a request that the Board consider the specific impact of FAS2 on Kirkstall residents and to determine what - if any - further scrutiny activity is required in relation to the matter referred.

22. Devolution

The Government's Levelling Up White Paper (LUWP) was published on 2nd February 2022. This announced a new Devolution Framework for England to deepen devolution in a tiered approach that is clear and consistent. Although the framework did not offer much additionality to the powers currently held, the paper provides scope to negotiate further powers.

23. Local Enterprise partnership (LEP)

At the [LEP Board meeting](#) of 31st March, a paper was presented outlining the future for the LEP after it has been integrated into the CA. The paper gave an overview of the next steps for the LEP, and the next steps which include:

- revising the LEP constitution
- review options for more defined portfolios for LEP board members.
- consider formalising the role of the Business Communication Group as a Mayoral Business Representatives Forum which meets quarterly to support and inform the Mayor on key business issues and opportunities.
- Consider the name and brand of the LEP, in the context of a wider consideration of MCA 'family' branding.
- The role of LEP chair who is likely to be a Mayoral appointment as a strong independent business advisory voice.

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- Private sector vice-chairs with voting rights on MCA committees to be retained.
- Private sector members to remain as advisory members of MCA decision making committees.
- Strong links with the business representative groups to be retained and strengthened where possible, this is also the case for the VCS sector, FE/HE and Trade Unions.

On 31st March, but subsequent to the publication of the LEP Board papers, Neil O’Brien (Minister for Levelling Up, the Union and Constitution) and Paul Scully (Minister for Small Business, Consumers and Labour Markets, and Minister for London) wrote to LEP chairs, Combined Authority Mayors and the Mayor of London with [guidance on integrating Local Enterprise Partnerships into local democratic institutions](#).

The ministers stated that the Levelling Up White Paper (LUWP), and the letter, concluded the LEP review. The guidance set out:

The timescales for developing an integration plan.

- As West Yorkshire is a Mayoral Combined Authority it is expected that the integration plan will be submitted to government by 29th July 2022. It is expected that the integration plan (which must be agreed with Government) will be completed by end of March 2023.

The guidance also set out the future role of LEPs:

- Embed a strong, independent and diverse local business voice into local democratic institutions.
- Carry out strategic economic planning in partnership with local leaders that clearly articulates their area’s economic priorities and sectoral strengths.
- Continue to deliver a number of functions on behalf of government departments. Being engaged by government on delivery such as:
 - Growth Hubs;
 - International trade and investment activity;
 - Local Digital Skills Partnerships;
 - Careers Hubs;
 - Local skills analysis via Skills Advisory Panels; and
 - Monitoring and assurance pertaining to existing local growth programmes and funds for which LEPs are responsible

And how LEPS should be incorporated in governance terms.

- The LEP board should become the MCA business board.
- The MCA will have the flexibility to preserve the current LEP board as a sub-board or merge the LEP board into an existing or new internal business board(s).
- The MCA has flexibility to adjust the membership, including by inviting the participation of local economic partners outside of the business community.

The LEP and WYCA are developing the Implementation Plan which will be considered by LEP board on 15th June and the Combined Authority on 23rd June.

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Referral to Scrutiny

Date: 15 June 2022

Report of: Head of Democratic Services

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- This report presents details of a referral to scrutiny that falls within the remit of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth).
- Following the Board's discussions about city-wide flood risk management at its meeting on [17 February 2022](#), Cllr Illingworth requested that the Board consider the specific impact of FAS2 on Kirkstall residents. A copy of the concerns raised by Cllr Illingworth is attached at Appendix 1.
- The Board agreed that the subject should be considered in more detail at the first formally constituted meeting of the new municipal year.
- All referrals are subject to a member-led process of examination and review, in line with the principles set out in the Vision for Scrutiny within [Article 6 of the Council's Constitution](#) and the procedures outlined in sections G&H of the [Scrutiny Board Procedure Rules](#).

Recommendations

- a) The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is asked to determine what - if any - further scrutiny activity is required in relation to the matter referred.
- b) If further scrutiny is requested by the Board the work programme will be amended accordingly.

Why is the proposal being put forward?

- 1 In accordance with the Council's Scrutiny Board Procedure Rules, any member of a Scrutiny Board may request that the Scrutiny Board of which they are a member considers a matter relevant to that Board's functions. Such requests are generally considered as part of a Scrutiny Board's standard agenda item to review its work programme
- 2 Any referrals that arise from outside of the relevant Scrutiny Board membership are to be dealt with in accordance with sections G and H of the [Scrutiny Board Procedure Rules](#). This is the case for the referral that has been made by Cllr Illingworth (**Appendix 1**).
- 3 An invitation to today's meeting has been extended to Cllr Illingworth to make representations as to why it would be appropriate for the Board to exercise its functions in relation to the matter. The Scrutiny Board Chair will decide how much time will be given to the referrer to address the Scrutiny Board.
- 4 The Scrutiny Board shall consider whether to exercise its power to review or scrutinise the matter referred and may have regard to:-
 - Any relevant information provided by or representations made by the Referrer as to why it would be appropriate for the Scrutiny Board to exercise any of its powers in relation to the matter;
 - The principles set out within the 'Vision for Leeds at Scrutiny' document as part of [Article 6 of the Council's Constitution](#).
- 5 A background report has been provided by officers to inform the discussions of the Board and is included in the agenda pack at **Appendix 2**.
- 6 The Scrutiny Board may wish to consider:
 - If further information is required before considering whether further scrutiny should be undertaken.
 - If the matter links in with the scope of any current / planned scrutiny inquiries.
 - If a similar or related issue is already being examined by Scrutiny or has been considered by Scrutiny recently.
 - If the matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements.
 - The impact on the Board's current workload.
 - The time available to undertake further scrutiny.
 - The level of resources required to carry out further scrutiny.

What impact will this proposal have?

Wards affected:

Have ward members been consulted?

Yes

No

- 7 The member-led examination of the referral will determine whether further scrutiny is required in relation to the matters outlined.

What consultation and engagement has taken place?

- 8 The Vision for Scrutiny states that the relevant scrutiny board should seek the advice of the Scrutiny Officer, relevant Director(s) and Executive Board member(s) about available resources before agreeing to items of work.
- 9 An invitation has therefore been extended to the relevant officers and Executive Board Member to contribute to the Board's initial discussion about the referral.

What are the resource implications?

- 10 Should there be a request for further scrutiny the Board is advised to consider any potential impact on its current work programme, including the level of resources required to support additional work items.

What are the legal implications?

- 11 This report has no specific legal implications.

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

- 12 This report has no specific risk management implications.
- 13 However, in reaching its conclusions the Board is asked to take into account any specific risks identified during the review of the referral.

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

Inclusive Growth Health and Wellbeing Climate Emergency

- 14 Issues associated with all three pillars will be discussed as is appropriate within the context of the Board's deliberations.

Options, timescales and measuring success

a) What other options were considered?

- 15 In line with the requirements of the Scrutiny Board Procedure Rules, members of the Board are asked only to determine whether further scrutiny is required in relation to the issues outlined in the referral.

b) How will success be measured?

- 16 Officers will support the member-led examination of the referral in line with procedural guidance to help ensure a successful conclusion of the process.

c) What is the timetable for implementation?

- 17 Should there be requests for further scrutiny the Board's work programme will be amended accordingly.

Appendices

18 Appendix 1: Referral in the name of Cllr John Illingworth

19 Appendix 2: Officer Briefing

Background papers

20 None

17 February 2022

Subject: Local Flood Risk Management Strategy

Hello Paul

I have been reading Jonathan Moxon's report to your Scrutiny Board on Flood Risk Management. I only recently realised that this was on your agenda today. Initially, I supported FAS2 when it was first published in 2016 or thereabouts, because it was very similar to a flood storage scheme that I had previously discussed with staff at the University of Leeds in 2007 – 2010. Like many councillors, I strongly opposed the deeply unsatisfactory scheme published by the Environment Agency in 2007.

Unfortunately, FAS2 has been extensively modified in the light of public consultation. The focus on riparian owners worked against the interests of Kirkstall residents. Two thirds of the original flood storage has been deleted, and the modified defences in Kirkstall are much larger and more objectionable. FAS2 no longer bears much relationship to the 2016 version, and it has become a very poor deal for Kirkstall ward. It has already caused significant ecological damage, with more to come. It increases the risk of flooding on Kirkstall Valley Farm. It is over-specified and very expensive. Instead of imposing the revised version, it would have been much better and less expensive to have followed a policy of managed retreat, widening the river channel and relocating businesses to higher and safer ground. This would have created some valuable inner-city habitat and open spaces. I am strongly opposed to a new flow control structure within the Kirkstall Abbey grounds. It is possible to retain the historic flow controls near this ancient monument. If the original flood storage had been retained there would be less need for high-capacity pumps at St Ann's Mills and Burley Mills.

I believe that FAS2 will mainly benefit off-shore investors who pay little UK taxes, and will deliver negligible benefits to UK industry and UK workers.

The extensive changes to FAS2 were scarcely advertised in Kirkstall ward, so we missed an opportunity to object to them through the planning system. The system of continuous piecemeal amendment adopted for the hybrid planning application works against the public interest. In the interests of accuracy and balance I would like an opportunity to speak to your scrutiny board, with slides and maps, and outline the serious defects in the present scheme. I cannot deliver this today, because I have several conflicting appointments, but I will be ready for your next meeting.

We need an independent dispute resolution mechanism to handle cases of this type.

Best wishes

John

Report Author: Richard Dennis (Civil Engineering Manager – Flood Programme)

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

Report Date: 20th May 2022

A. Background - Leeds FAS Phase 2 - £112m

Phase 2 of the Leeds Flood Alleviation Scheme is a two-step scheme, reducing flood risk along the River Aire, between Leeds station and Apperley Bridge, Bradford. This involves a combination of Natural Flood Management (NFM) and traditional engineering methods, providing protection to 1048 homes and 474 businesses.

Step 1 is an 8km stretch of the River Aire, upstream of Leeds station, along the A65 Kirkstall corridor, where we are constructing raised flood walls and embankments in the area. These provisions will provide a one-in-100-year level of protection.

Step 2 comprises of a flood storage area near Calverley, and flood walls in Apperley Bridge. The flood storage area is particularly central to work on Phase 2, as the construction of a flow control structure on the existing flood plain will mean that during high river levels, this can be activated to alleviate flooding being experienced further downstream.

When this is complete, it will raise the level of protection for the entire FAS2 area to a one-in-200-year level. Once delivered in full, Phase 2 will also raise the standard of protection of Phase 1 (Leeds city centre), to a one-in-200-year level. This section was completed in October 2017.

B. Response To Concerns

The report below provides a response to the comments set out in the email to of 17 February 2022 from Cllr John Illingworth to Cllr Truswell (Appendix 1).

Unfortunately, FAS2 has been extensively modified in the light of public consultation. The focus on riparian owners worked against the interests of Kirkstall residents. Two thirds of the original flood storage has been deleted, and the modified defences in Kirkstall are much larger and more objectionable. FAS2 no longer bears much relationship to the 2016 version, and it has become a very poor deal for Kirkstall ward.

1. The impacts caused by the 2015 Boxing Day flood were wide reaching, damaging almost 3,000 residential buildings and all scales and sectors of commercial properties in our region; had the flooding occurred on a normal working day, the consequences would have been even more severe. Some examples in Kirkstall include Thyssen Krupp, a company which has since relocated and taken jobs away from Leeds as well as a number of others within the Industrial Park who either closed down or are really struggling to obtain flood insurance.
2. To ensure this doesn't happen again, the Council continues to take a comprehensive approach to defending the wider city against flooding from the river Aire. In parallel with work on a package of advanced interventions, in the aftermath of the Boxing Day floods, the Council worked collaboratively with partners to bring forward at pace a scheme which makes use of a range of flood defence measures including Natural Flood Management, conveyance improvements, flood attenuation and linear defences to deliver a standard of protection to mitigate a recurrence. In line with the Best Council Plan, this 1 in 200-year level of protection including allowance for climate change to 2069 will make communities more resilient, support the further growth and regeneration of the Leeds economy, and protect key transportation infrastructure and the high-quality public services it supports.
3. The FAS2 scheme has been designed making the best use of external national professionals in their field and provides an integrated solution where flood storage capacity is one component of a holistic flood protection response. A large number of potential flood storage areas across the catchment were considered as part of the FAS2 feasibility work. The ones which provided the greatest flood risk benefits to Leeds were located at Rodley and

Calverley. During public engagement and consultations and after listening carefully to the representations made by Rodley Nature Reserve and other interested community groups, Calverley was chosen as the preferred option. In addition to this large flood storage area which is approximately 1 million cubic metres in size (covering an area similar to over 120 football pitches), where possible the raised flood walls and embankments are being set back away from the river to provide additional capacity.

4. Whilst the Rodley storage area would have offered a relatively small reduction in defence heights (approximately 75mm), by progressing with the Calverley option the wall heights are fully compatible with maximum desirable wall heights under environmental, planning and landscaping constraints, with the isolated sections of higher defences being in non-sensitive locations. The change early in the design development to progress with Calverley as opposed to Rodley was a consequence of public consultation. This was the purpose of consulting. The defences which have been under construction since December 2019 and scheduled to be completed next year remain fully aligned with the report approved by the Executive Board in February 2019 and the planning approval granted in May 2019, with design refinement actually resulting in reduced impacts on surroundings in some locations. Across the 8km of the scheme, to date there has only been one non-material amendment to the planning consent for the permanent works which further underlines that work is progressing in line with the planning consent.

It has already caused significant ecological damage, with more to come.

5. The scheme has been developed in close consultation with the Yorkshire Wildlife Trust with their Chair being an active participant on the board of the scheme during its formative stage of design and development. Building on this approach, an Environmental Impact Assessment was submitted as part of the planning application which acknowledged that the scheme passes through several important environmental areas, including Armley Mills, Kirkstall Abbey & Kirkstall Meadows and Apperley Bridge.
6. Mitigation measures are being introduced for each of these locations as a means to prevent, reduce or control adverse environmental effects of the project, and include restitution for any damage to the environment caused by those effects through replacement, restoration, compensation or any other suitable means.
7. One example of this is at Kirkstall Meadows whereby 2.4 ha of land is being transformed into wetland habitat including kingfisher banks, otter holts and wetland scrapes for fish. The total area of trees to be removed is 1.9 ha. The design has been developed to minimise this, protecting mature trees in particular wherever possible. The area of replacement is a minimum of 5.7ha; a ratio of 3:1 whilst a further 2 million trees are being planted as part of the natural flood management component of the scheme which is one of the largest catchment management schemes in Europe and will restore or emulate the natural regulating function of the river catchment to reduce flood risk.

It increases the risk of flooding on Kirkstall Valley Farm.

8. There is a small increase in flood depth at the Kirkstall Valley Farm site, but it is important to note that it is only at a time when the site would have been flooded anyway and as such no additional impacts will be experienced. For context, there is no change in depth between pre- and post-scheme for a 1 in 10 year or more regular occurring event. At a 1 in 200-year event, there is a maximum increase in depth of 150mm although average depths across the site would have already ranged between 0.75m and 1.5m.

It is over-specified and very expensive.

9. The Council has significant recent experience in the delivery of flood alleviation schemes based on designs which have been extensively modelled. The Phase One scheme (FAS1) which is now operational is an example of this. Building on this experience, FAS2 has been modelled using industry expertise in line with the requirements of DEFRA and the Environment Agency (EA). The FAS2 model has been fully approved by the EA and has been subject to previous extensive examination by Councillor Illingworth including reports and several meetings with the expert modelling teams.
10. Whereas the original EA proposal of high linear defence walls only scheme which was abandoned in 2013 was estimated to cost £180million at the time, the entirety of the FAS1 and FAS2 schemes which are nearing completion have an overall price of £162million today and a benefit to cost ratio of 9.4. The innovative, catchment wide and

international award winning approach to introducing these measures is delivering significant economic benefits to the region.

11. In just a decade since the conception of the FAS1 measures in 2013, when the remaining construction work for FAS2 is completed next year, Leeds will have overcome historic flood events, major gaps in funding, a global pandemic and significant inflation pressures, to move from a position of having no flood defences along the river Aire to benefitting from a 1 in 200 year standard of protection. FAS1 defences including the innovative moveable weirs have been proven to work since implementation and even partially constructed FAS2 defences helped to mitigate the impacts of recent storm events, providing a level of confidence prior to their completion. The scheme was subject to significant review and assessment by the EA, Defra and Treasury and, ultimately, they agreed to support the specification as a value for money proposal to deliver the level of flood protection needed and provided the majority of the funding to deliver the scheme.

Instead of the imposing the revised version, it would have been much better and less expensive to have followed a policy of managed retreat, widening the river channel and relocating businesses to higher and safer ground.

12. The proposals were developed in line with the brief specifically signed off by the Secretary of State for the Environment which was set in the aftermath of the 2015 Boxing Day flood to protect Leeds from flooding. The majority of the funding is provided by central government and the design is in response to the brief set by the Secretary of State. Against this background, the design has been developed to meet the appraisal and cost benefit analysis of the Flood and Coastal Erosion Risk Management Appraisal (FCERM) guidance and the HMT Green Book, with the scheme fully approved against those tests.

13. To have progressed in the manner suggested would have potentially set back the scheme a number of years, costing millions of pounds, in re-design and require new approvals which are unlikely to have been obtained. This would have put the delivery of the scheme at jeopardy and place the Kirkstall Road corridor at continued risk of a repeat flood event which could lead again to the catastrophic impact to residents and business which occurred in 2015.

I am strongly opposed to a new flow control structure within the Kirkstall Abbey grounds. It is possible to retain the historic flow controls near this ancient monument. If the original flood storage had been retained there would be less need for high capacity pumps at St Ann's Mills and Burley Mills.

14. It is not feasible to use the historic flow controls as a FAS2 asset. Firstly, the existing control is not high enough to prevent flood flows down the goit and secondly it would be incredibly difficult to make such a historic structure work as a modern-day flood asset in terms of condition and control. However, the historic nature is fully appreciated, and the structure is being retained for historical context.

15. Due to a combination of the new FAS2 assets adjacent to the rugby pitches preventing flow across the pitches and into the goit, and sufficient surface water volume storage at St Ann's Mills in the goit when it is closed off to flood water (by the control structures), the previously proposed pumping station can be omitted. However, this is not the case at Burley Mills and so a pumping station remains in the scope of works to reduce flood risk by managing water levels in the goit.

I believe that FAS2 will mainly benefit off-shore investors who pay little UK taxes and will deliver negligible benefits to UK industry and UK workers.

16. FAS2 will better protect 1,048 residential properties within the flood zone as well as unlocking housing land for 1,613 new homes and help create an additional 1,669 jobs. The scheme will also provide improved flood protection to 370 existing businesses ranging in scale and is estimated to generate Gross Value Added (GVA) benefits of £774m.

17. The fully approved economic case for the scheme was produced in accordance with the FCERM Guidance used by the EA to assess this type of scheme. The HM Treasury Green Book Appraisal Guidance has also been used to demonstrate additional benefits which in turn produce a benefit to cost ratio of 9.4 for the region when GVA is included. Critically, on the basis that the majority of this scheme is government funded, this is the benchmark against which the scheme has been successfully appraised. The assertion that the major beneficiaries will be large landlords with offshore tax havens is unclear.

The extensive changes to FAS2 were scarcely advertised in Kirkstall ward, so we missed an opportunity to object to them through the planning system.

18. The formal planning process was strictly adhered to and all comments received up until the determination point were factored into the decision of the Planning Authority. Aside from the statutory period of advertisement, an extensive range of consultation and engagement has been ongoing since winter 2016/17 and activities have remained live throughout the course of the project.
19. These have included the staffing of a flood information shop, attendance at community consultation events, participation at various local festivals, receipt of returned consultation questionnaires, door knocking, and letter drops to residents and landowners, circulation of bimonthly newsletters updates to over 500 people on a mailing list, weekly tweets on the schemes social media account which has over 600 followers, and the establishment of a Upper Aire Catchment Network for consultation.

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Sources of work for the Scrutiny Board

Date: 15 June 2022

Report of: Head of Democratic Services

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

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

Recommendations

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

Why is the proposal being put forward?

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

Key sources of information

➤ Best City Ambition

4. The Best City Ambition, which was adopted in February 2022, replaced the Best Council Plan. It sets out the long-term vision for the city with a strong emphasis on the importance of partnership working.
5. The Best City Ambition focuses on tackling poverty and inequality, through activity that prioritises the three 'pillars' of health and wellbeing, inclusive growth and zero carbon. It also identifies four 'breakthrough priorities,' which will be the focus of cross-cutting, collaborative project teams.
6. The Council's approach to performance management is being reviewed following the adoption of the Best City Ambition in February and will therefore be a matter for consideration by the five Scrutiny Boards over the course of 2022/23 and beyond.
7. The Best City Ambition is attached as Appendix 1 for information.

➤ Performance Data

8. Performance monitoring remains a key element of the Scrutiny Boards' work and is also a valuable source of information to help identify issues that may warrant further scrutiny. The most recent performance data is included as a separate agenda item. This provides the Board with a summary of performance against the strategic priorities that are relevant to the Board's remit – although as noted above this is subject to ongoing review following the adoption of the Best City Ambition in February 2022.

➤ Financial Information

9. All Scrutiny Boards are consulted annually on the Council's initial budget proposals in accordance with the Council's Budget and Policy Framework. This is undertaken in conjunction with a review of the in-year financial health of the authority.
10. The 2022/23 budget proposals were agreed by Full Council in February 2022. The Scrutiny Board may wish to consider progress against the delivery of those proposals. With this in mind, an exert from the 2022/23 Revenue and Council Tax report, as agreed at the Full Council meeting in February 2022, is included at Appendix 2. This summarises the areas of the budget where a proportion of the directorate delegations relate to the remit of the Infrastructure, Investment & Inclusive Growth Scrutiny Board.

11. Maintaining an overview of the Council's financial health is also a key element of the Scrutiny Board's work and therefore the Board may wish to receive further financial health updates during the municipal year.

Other sources of Scrutiny work

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

Methods of working

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

What impact will this proposal have?

Wards affected:

Have ward members been consulted?

Yes

No

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

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

What consultation and engagement has taken place?

19. In order to enable Scrutiny to focus on strategic priorities, it is recognised that each Board needs to establish an early dialogue with those Directors and Executive Board Members whose remits are aligned to that of the Scrutiny Board. 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.
20. The relevant Directors and Executive Board Members have therefore been invited to today's meeting to share their views and contribute to the Board's discussion.

What are the resource implications?

21. 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.
22. The Vision for Scrutiny², agreed by full Council, also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

What are the legal implications?

23. This report has no specific legal implications.

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

24. 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

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

Appendices

26. Appendix 1 – Best City Ambition

² This forms part of Article 6 within the Council Constitution. Page 68

27. Appendix 2 – Approved 2022/23 budget proposals relevant to the remit of the Infrastructure, Investment & Inclusive Growth Scrutiny Board.

Background papers

28. None.

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Leeds

Best City Ambition

Tackling Poverty and Inequality

Health and Wellbeing • Inclusive Growth • Zero Carbon

Introduction

The Best City Ambition is our overall vision for the future of Leeds.

At its heart is **our mission to tackle poverty and inequality** and improve quality of life for everyone who calls Leeds home.

We will achieve our mission by focusing on improving outcomes across the **Three Pillars** of the Best City Ambition

1. Health and Wellbeing
2. Inclusive Growth
3. Zero Carbon

The Three Pillars capture the things that will make the biggest difference to improving people's lives in Leeds – and many of the big challenges we face and the best opportunities we have relate to all three.

The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the Best City in the UK.

Our Team Leeds Approach

Everyone in Leeds coming together to play their part is how we will achieve our ambitions. We want to build **Team Leeds** – made up of the people who live or work here, and those who champion the city nationally and internationally.

Team Leeds is about supporting one another to **make Leeds the best it can be**. It is about sharing ideas and learning, working in genuine partnership, being ambitious about our collective social and environmental impact, and organisations sharing their resources and assets as we work towards common goals.

We will continue to adopt the following ways of working to drive a Team Leeds approach:

- Make **co-production and co-design** central to how we work, **listening to the voices of citizens** including children and young people, building community wealth and **promoting mutual respect** to strengthen our democracy and civil society.
- Ensure we have **vibrant and sustainable community-based social infrastructure**, shifting power to citizens and local communities, and committing to **tackle deep-rooted and systemic inequalities** including the fight for racial justice.
- Be **ambitious and optimistic about the future for Leeds**, looking towards the long term as we respond to changes in our population and the impact of globalisation in a digital world
- Promote Leeds as a place where **businesses and public institutions recognise their responsibility** to adopt progressive employment and procurement practices, and where private sector leadership and investment is harnessed to tackle big social challenges.
- Strengthen our **asset-based approaches** and **invest in prevention**, recognising what people can do rather than what they cannot and **build community capacity** to further **empower citizens** to find their own solutions.
- Be led by the evidence, **being clear about how the actions we prioritise contribute to our goals**, always thinking about our impact over the long term; and strengthening a **partnership approach to data collection, sharing and analysis**, using data to provide valuable and practical insights in guiding interventions.
- Recognise the circumstances people face at the **different stages of their lives** need to shape our interventions, and the factors which make the **biggest difference to health lie outside of healthcare**; therefore putting these social and economic factors at the centre of our responses is crucial – as highlighted by our intention to **become a Marmot City**.
- Be **innovative, creative** and foster a **learning culture**, working with communities, businesses, partners and educators to try new approaches and ideas, and learn from the best examples globally, in pursuit of our shared goals.
- Learning from the success of the Inclusive Anchors Network – which brings together the largest organisations in Leeds to think about their collective impact – work with the third sector to further develop the network of **Community Anchors** so vital in pursuing our ambition in local communities and develop plans to attract **increased investment into social entrepreneurship** to meet specific city challenges.

The 3 Pillars of our Best City Ambition

One: Health and Wellbeing

In 2030 Leeds will be a healthy and caring city for everyone: where those who are most likely to experience poverty improve their mental and physical health the fastest, people are living healthy lives for longer, and are supported to thrive from early years to later life.

To realise this ambition, Team Leeds will focus on:

- Investing to ensure better and more equal access to essential services in health and learning, developed with and accessible for every community across Leeds.
- Ensuring children in all areas of the city have the best start in life and enjoy a healthy, happy and friendly childhood.
- Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure and have good friends.
- Enabling every community in the city to have safe connected spaces, streets and paths to access a local park or green space, providing somewhere to be active and to play, helping to improve mental and physical health across all ages.
- Working with housing providers, landlords, tenants and communities to improve poor quality housing, so everyone can have a home which supports good health, wellbeing and educational outcomes.

Two: Inclusive Growth

In 2030 Leeds will have an economy that works for everyone, where we work to tackle poverty and ensure that the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

To realise this ambition, Team Leeds will focus on:

- Ensuring young people and those changing career in later life have the skills and job opportunities which enable them to realise their potential and thrive.
- Our businesses and social enterprises being innovative, creative, ambitious and connected to the local community they are in, with access to the skills they need to boost productivity and succeed.
- Understanding that place matters, and positive identity, culture, heritage and pride in our communities are vital assets in a sustainable future for the city and its local centres.
- Growing cross-city research capacity and making Leeds a test bed for innovation and new technologies, including in healthcare and the delivery of a just transition to net zero.

- Leeds being an outward looking global city with our people and businesses operating on the world stage, mindful of our impact on the planet and addressing the biggest societal challenges of our time, and where we welcome inward investors that share our values.

Three: Zero Carbon

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

To realise this ambition, Team Leeds will focus on:

- Delivering a low-carbon and affordable transport network which encourages people to be physically active and reduces reliance on the private car, helping people get around the city easily and safely.
- Promoting a fair and sustainable food system in which more produce is grown locally, and everyone can enjoy a healthy diet.
- Addressing the challenges of housing quality and affordability, tackling fuel poverty and creating vibrant places where residents have close access to services and amenities.
- Joining with local communities, landowners and partners to protect nature and enhance habitats for wildlife.
- Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

Team Leeds Breakthrough Priorities

In Leeds, we have successfully adopted a partnership-based approach to tackling some big challenges. These efforts have focused on issues that could not be addressed by any single organisation alone, often under the banner of 'breakthrough' projects or priorities. A good example of this approach is the creation of a single, co-ordinated approach to domestic violence cases in Leeds – where more than 15 agencies now work closely together on a daily basis to share information, plan and co-ordinate actions to protect victims and those at risk.

The Best City Ambition provides an opportunity to reinvigorate this way of working to respond to some of the biggest challenges Leeds faces today. This approach can help to strengthen partnership working and focus on measurable progress to improve outcomes, drawing on the collective skills, knowledge and innovation of people, organisations and communities from all parts of Leeds.

To ensure we can invest the time and resources needed to make a meaningful difference, the number of Breakthrough Priorities will be limited and bring together teams drawn from across organisations and communities.

The first set of priorities will focus on:

- **Green Jobs** – working with business and educators, focusing on pathways through education and training to employment in low carbon jobs.
- **Learning Outcomes** – working with early years providers, schools, colleges, universities and employers to improve outcomes and close the attainment gap particularly for disadvantaged children and young people, learning from what has worked in the city and elsewhere.
- **Mental Health** – working with communities and health partners to help people in Leeds stay in good mental health and prevent the need for support from acute NHS mental health services – especially thinking about the longer-term effects of the Covid-19 pandemic.
- **Healthy Housing** – working with the NHS, third sector, developers, private-sector landlords, housing associations and tenants to focus on the vital role housing plays in the health and wellbeing of individuals, families and communities, and how our approach to housing in Leeds can help to reduce pressure on social care.

Diverse groups of people drawn from all sectors and all parts of Leeds will come together to work on these priorities, with Community Committees and Local Care Partnerships, alongside community representatives, providing a connection to their places within the city.

The Big Challenges facing Leeds

Like every large city in the UK, Leeds is always responding to a range of complex challenges and the Best City Ambition sets out how we will do that.

Here we summarise what some of those big challenges are, informed by conversations with citizens and partners as well as from recent research and analysis through the [Leeds Joint Strategic Assessment](#).

The challenges are a key starting point for the development of the Best City Ambition. We have developed a **Life-Course** approach to the challenges, meaning we consider the biggest issues at each stage of a person's life from early years to older age, whilst also ensuring we cover the Three Pillars of the ambition.

Starting Well

- **Close educational attainment gaps** between most and least advantaged young people, against the legacy of Covid-19 disruption and the population profile of children and young people becoming more diverse and focused in communities most likely to experience poverty.
- **Ensure coherent post-16 education and skills provision** for the 'bulge' cohorts now beginning to go through secondary school.

Living Well – Health and Wellbeing

- **Break the link between poverty and inequality, and poor health and wellbeing outcomes**, exacerbated by the pandemic - from prevention and enabling of more healthy and active living, to tackling wider determinants such as employment, education, housing and the environment, and improving access to health and care.
- **Respond to the mental health crisis** which deepened during the pandemic, particularly affecting young adults and women; shielding older adults; adults with pre-existing mental health conditions, and Black, Asian and ethnic minority adults.

Living Well – Thriving Communities

- **Ensure the sustainability, self-reliance, and resilience of our communities** through meaningful community engagement and embracing the critical importance of community assets and good personal connections in helping people and communities to build resilience and respond to the challenges they face.
- **Address challenges of housing quality and affordability** against the trends of rising housing costs and the concentration of older poor quality housing in low income communities, combined with the significant expansion of the private rented sector in inner city areas.

Living Well – Climate Change

- **Make significant progress towards our ambitious net zero carbon target** focusing on: improving energy efficiency, promoting healthy and sustainable diets, and prioritising active travel with walking and cycling as an easy and first choice.

- **Ensure a public transport system that is safe, active, accessible, clean and energy-efficient** to help people get around the city.

Working Well – Inclusive Growth

- **Equip people and businesses with skills and life-long learning** which enable them to realise their potential and renew their skills-needs as the world of work continues to change and our workforce ages.
- **Ensure economic growth and opportunity is widely distributed** across all communities and areas of the city, against a backdrop of accelerated changes in working practices and potential changes to the economic geography of the city post-pandemic.

Ageing Well

- **Designing accessible neighbourhoods with quality services nearby** to enable our aging population to thrive while it is becoming more diverse, with a changing socio-economic profile, house-ownership less dominant, people working longer over a more varied career pattern, and with carers themselves become older.
- **Close the stark gaps in healthy life expectancy** and premature mortality between different areas of the city against the backdrop of a more diverse ageing population, recognising the role a healthy and active lifestyle can play in keeping people well for longer.

Achieving our Ambition: Strategies, Partners and Evidence

The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand the contribution they can make to achieving our shared goals – working together as Team Leeds.

To support everyone's efforts, keep and ensure that together we can deliver real progress for people in Leeds, we now need to:

- Refresh key strategies and plans on an ongoing basis so they fully reflect and progress the Best City Ambition.
- Draw on the reviews of Locality Working and Neighbourhoods and Communities, to work with Community Committees, Local Care Partnerships and other key stakeholders to ensure the Ambition is meaningful at a local level and rooted in Leeds communities, guiding prioritisation and interventions.
- Continue to develop a broader, more consistent evidence-base to both inform interventions and monitor their impact.

Leeds already benefits from **strong networks and partnerships**, some which have a city-wide remit while others are more focused on specific geographical communities or groups of people. These partnerships will have a key part to play, so together we will ensure their role in supporting the Best City Ambition is clear, and that different partnership groups are connecting as needed.

The **breadth and diversity of our city partnerships is a big strength** – one that enables more people from a wider range of backgrounds to contribute. Continuing to find ways to work with citizens from different backgrounds in new and innovative ways is crucial to our ambition, especially ensuring the **voices of people with lived experience** of our big challenges are heard.

We will review **existing city strategies** in response to the Best City Ambition guided by the Three Pillars and aim, over time, to reduce the overall number of strategies so we can better join up our actions and focus effort on what will make the biggest difference to people's lives.

An important part of this will involve updating how we **measure the outcomes** of the work Team Leeds does, as we **strengthen our understanding of Leeds** and the way our communities are changing. Our new tool, the Leeds Social Progress Index, will provide new capability to track the impact of our interventions and highlight the social and environmental wellbeing of our citizens and communities.

The data and analysis underpinning these assessments of progress will be made public on the Leeds Observatory (<https://observatory.leeds.gov.uk/>) whenever possible so is available to anyone who can benefit from its use.

Propositions to Government

This Best City Ambition sets out our overall vision for the future of Leeds and how we will need to come together as Team Leeds to achieve our ambitions. Clearly, we will need to work with partners beyond the city, including our neighbouring local authorities, private sector investors and the West Yorkshire Combined Authority. It will also be **vital to engage with Government in working towards these goals**. The Best City Ambition and the supporting Three Pillars of health and wellbeing, inclusive growth and zero carbon provide a framework with which existing and future discussions with Government can be framed, developed and refined, clearly articulating our vision and enabling us to make a strong case for the city and its potential.

Within the overarching vision which the Ambition sets out there will be opportunities to pursue more specific aims, both responding reactively to opportunities to bring new resources or investment into Leeds and seeking to influence national policy to support our shared goals. To strengthen Leeds' position further in doing this, the Ambition will provide a framework to now **work with partners across all sectors to develop a series of Leeds-based propositions to Government**. These should capture the biggest opportunities here and now, being clear about how what we propose supports national social and economic progress, as well as advancing our own ambitions for Leeds.

Leeds

Best City Ambition

Focus 2022/23

One: Health and Wellbeing

In 2030 Leeds will be a healthy and caring city for everyone: where those who are most likely to experience poverty improve their mental and physical health the fastest, people are living healthy lives for longer, and are supported to thrive from early years to later life.

To realise this ambition, Team Leeds will focus on:

- Investing to ensure better and more equal access to essential services in health and learning, developed with and accessible for every community across Leeds.
- Ensuring children in all areas of the city have the best start in life and enjoy a healthy, happy and friendly childhood.
- Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure and have good friends.
- Enabling every community in the city to have safe connected spaces, streets and paths to access a local park or green space, providing somewhere to be active and to play, helping to improve mental and physical health across all ages.
- Working with housing providers, landlords, tenants and communities to improve poor quality housing, so everyone can have a home which supports good health, wellbeing and educational outcomes.

Background to our Ambition

Leeds has strong foundations to deliver excellent health and wellbeing, with a track record of health innovation, well-established system leadership, and assets like parks and green spaces which provide people with the opportunity to lead healthy lives. However, systemic social, economic and environmental inequalities mean that health outcomes vary significantly across Leeds, with people in the most disadvantaged parts of the city worst affected and inequalities being worsened further by the impact of the Covid-19 pandemic. The pandemic highlighted more strongly than ever before the impact wider issues like housing, education and digital connectivity can have on health and wellbeing. Addressing these is key to improving the health of those most likely to experience poverty the fastest, and is why Leeds plans to become a Marmot City – that is, a city accelerating its work to tackle these social determinants of health, working to the principles established in the 2010 Marmot Review: [Fair Society, Healthy Lives](#).

The collective response to the pandemic in Leeds showcased the vibrant network of community-based social infrastructure we have – the people, groups and organisations who kept people fed, connected and well throughout the pandemic. Relationships across this network have strengthened through considerable learning that took place during the pandemic, providing a great platform to build on. Continuing to strengthen our social infrastructure, ensuring that it is funded, supported and sustainable, will be essential to tackle the deep-rooted systemic inequalities that shape peoples' ability to lead healthy lives.

Current Focus

- Strong partnership working continues to be well-established between health and care partners and we have established **strong system leadership** to drive the ambitions of our Health and

Wellbeing Strategy, with a shared understanding that health and wellbeing is inextricable from broader social, economic and environmental factors.

- Working as a Team Leeds partnership to **make the best use of the collective physical, social and digital infrastructure** we have in Leeds across our public, private and third sectors.
- We will continue to take a **life-course approach** to health and wellbeing, recognising both specific factors affecting people's health and wellbeing at different times during their lives and the cumulative impacts of policy interventions of a whole lifetime, with well-established partnerships supporting a population that is growing at both ends of the age spectrum - Child Friendly, Age-Friendly and Dementia-Friendly Leeds.
- We will continue to highlight the importance of **safeguarding children and at-risk adults** in everything we do. The experiences of the pandemic and lockdowns highlighted how not only those working in public services, but anyone who has an established relationship with potentially vulnerable people can play an important role in being vigilant about their health, wellbeing and safety. We know relevant professionals cannot be everywhere, all the time, seeing behind every closed door – so in Leeds we will maintain that **safeguarding is everyone's business** and work to make sure people across the city are confident and knowledgeable enough to raise any concern they may have.
- Continuing to shape and develop **an integrated regional health and care system** rooted in broad partnership which is responsive to ongoing change and reform in health and social care while innovating in how health and care services are commissioned and delivered.
- We are putting **elected members, communities and the third sector** at the heart of health and care conversations, including citywide conversations through the Big Leeds Chat and People's Voice Growth to amplify community voices.
- Health and Wellbeing starts with people who can thrive within safe and strong communities. We are embedding an **asset-based approach** to build resilient communities which have access to the resources they need to make the changes they want to see to improve people's health and wellbeing:
 - Establishing a network of local community infrastructure including Priority Neighbourhoods, Neighbourhood, Community Connector third sector organisations, Community Builder local champions, and 33 ward-based community hubs established during the pandemic to coordinate emergency support to residents.
- We continue to drive a **strengths-based approach to social care**, focusing on giving people the opportunity to live in a way that gives them quality of life, drawing upon the support of their communities and the strengths and abilities of the individual, to live well and more independently.
 - We have placed **tackling health inequalities** at the centre of everything we do, including delivering a vaccine health inequalities plan for our most hesitant communities to ensure that nobody is left behind.
- Prioritising a **preventative approach** wherever possible to allow people to lead fulfilling lives which are healthy, active and playful, learning from the experiences of people most at risk of experiencing poorer outcomes. As a result we:
 - Reversed a trend of rising obesity in reception-age children between 2009 and 2017, one of only a few European cities to do so, with the reduction greater in deprived areas – although Covid-19 has subsequently impacted.

- Through strong partnership working, we are able to prevent 90% of potential homelessness, far above national averages.

Future Focus:

- In responding to governance changes to the **regional Integrated Care System**, tackling health inequalities will remain at the centre of our approach. We will strengthen our resolve to **address the entrenched societal challenges affecting wider health and wellbeing**, including poor quality housing and lower educational attainment for children and young people from low-income families. A warm, safe, suitable home, space for study, and a strong start in life are crucial to long term mental and physical wellbeing and reducing the necessity of acute healthcare interventions later in life.
- To this end we will more closely align with the **Marmot approach**, already complementary to how we work in Leeds, with a view to becoming a Marmot City, allowing us to draw on national expertise from the Institute of Health Equity to strengthen our approach to tackling health inequalities. Joining the network of Marmot Cities in the UK will present new research opportunities, strengthen our ability to attract funding, and galvanise partners behind our mission to reduce health inequalities. The Marmot approach is drawn from the principles in the 2010 *Marmot Review: Fair Society, Healthy Lives*, and the 2020 *Build Back Fairer: Covid-19 Marmot Review* both led by Sir Michael Marmot.
- We will continue our work to promote Leeds as an **Age Friendly City**, including our focus on improving outcomes for **disability-free life expectancy**, alongside wider efforts to close the gap we see across Leeds on life expectancy and premature mortality across the city more generally.
- Putting the struggle for **racial justice** at the centre of our work, recognising the disproportionate negative health outcomes faced by Black, Asian and minority ethnic people due to systemic inequalities; and tackling racism and discrimination within healthcare.
- Re-state our commitment to the equal rights of disabled people and to the social model of disability – developed by disabled people themselves and which holds that people are disabled by the way society is organised and by barriers which can be changed or eliminated – as a way to **eradicate systemic barriers facing disabled people** in Leeds, and challenge outdated attitudes which do not represent the contribution disabled people continue to make to the economy, culture and community life of the city.
- Working as a team with all stakeholders playing their part, re-double our efforts to **tackle crime, community safety, gender-based violence and drug-related issues** in those communities worst affected – responding to calls from children and young people about the profoundly negative impact these challenges can have on their lives.
- Drawing upon evidence established through the Leeds Joint Strategic Assessment to anticipate and **address the future health needs** of the city, for example a significant growth of the population of young people concentrated in low-income parts of the city, and an ageing population.
- Working with partners regionally and nationally to **raise the profile of social care** to promote parity of esteem with the health service. Recruiting and retaining a well-paid, well-supported social care workforce who are recognised and valued for the enormous contribution they make.
- Responding to **calls from children and young people** in Leeds to treat **mental health** as their top priority in recovery from the Covid-19 pandemic. Working together with Mind Mate to improve

mental health and emotional health for our younger populations with evidence they have been some of the worst affected.

Two: Inclusive Growth

In 2030 Leeds will have an economy that works for everyone, where we work to tackle poverty and ensure that the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

To realise this ambition, Team Leeds will focus on:

- Ensuring young people and those changing career in later life have the skills and job opportunities which enable them to realise their potential and thrive.
- Our businesses and social enterprises being innovative, creative, ambitious and connected to the local community they are in, with access to the skills they need to boost productivity and succeed.
- Understanding that place matters, and positive identity, culture, heritage and pride in our communities are vital assets in a sustainable future for the city and its local centres.
- Growing cross-city research capacity and making Leeds a test bed for innovation and new technologies, including in healthcare and the delivery of a just transition to net zero.
- Leeds being an outward looking global city with our people and businesses operating on the world stage, mindful of our impact on the planet and addressing the biggest societal challenges of our time, and where we welcome inward investors that share our values.

Background to our Ambition

Covid-19 has had obvious impacts on our economy, both exacerbating long-standing inequalities within our communities, and the immediate constraints on the ability of businesses to operate 'normally'. It has changed the way we think about place and how we use our spaces, as well as how we travel, work and shop. The repercussions were felt in the first instance by young people, low earners and women in the labour market, linked in part to longer-term concerns regarding low productivity and recent job growth being too often concentrated in low skilled, low-paid employment.

However, Leeds has strong foundations from which to recover and will continue be the main driver of economic growth for the city-region. The city has a diverse, knowledge-based economy, linked to our universities and teaching hospitals, which are major centres of innovation. We have a dynamic business sector with strengths in digital and medical technologies, telecoms and creative industries, all sectors likely to be increasingly important in our future economy.

Current Focus

- Our current priority remains a sustainable and inclusive economic recovery, centred around the need to:
 - **Respond.** continuing to take immediate actions to support businesses and the economy as we have done working together as a city since lockdown in March 2020.

- **Reset and Renew** – focussing on the challenges and opportunities that we face in recovery and that we have a clear focus and direction on the projects and partnerships that will address them.
 - **Build Resilience:** underpinning our long-term Best City Ambition - tackling poverty and inequality, with the key drivers of Health and Wellbeing, Inclusive Growth and Zero Carbon.
- We will continue our commitment to **100% Digital**, reflecting the vital importance of access to our increasingly digital world. As one of the largest ambitious programmes in the UK, this work is vital in increasing the resilience of our third sector and ensuring digital inclusion for organisations and individuals across all parts of Leeds. Our vision for Leeds as a digital city encompasses our data infrastructure – including improving access to high speed internet; our partnership approach to data collection; sharing and analysis; and digital inclusion, supporting and empowering citizens through digital skills and connectivity.
 - We will continue to work as a cross-city partnership to support families to give **children and young people the best start in life**. Looking to improve learning and inclusion by refreshing our work on the 3As of attendance, attainment and achievement, with insights from the pandemic and active engagement with the learning community crucial in helping children to make the best start at each stage of their learning. We will continue to invest in child literacy and to broaden awareness of the tools and facilities available to support this, including through Leeds Libraries.
 - Continue to strengthen the **Inclusive Anchors Network** – a group of the the largest public institutions and businesses in Leeds who have a long-term stake in the success of the city – encouraging increasing numbers of organisations to be good Corporate Citizens and recognise their responsibility to adopt progressive employment and procurement practices and play their part in responding to the climate emergency. We will also work with the third sector to further develop the network of **community anchors** so vital in pursuing our ambition in our local communities.
 - We will continue to work in partnership with businesses across Leeds and potential inward investors to **attract and create more and better jobs**, especially in sectors where the city is already a national and international leader, and in growing or emerging industries. Accelerating productivity growth will be important in helping to **improve standards of living**.
 - We will continue to work with West Yorkshire Combined Authority and transport operators to **strengthen Leeds’ transport network**, focusing on **reducing carbon emissions** and ensuring more equal access to safe and affordable services so people in all communities can get around easily.
 - We continue to work as a partnership to welcome, embed and widen the benefits of inward investment, with investors that share our ambition and enhance the city, including major public sector investments such as the **UK Infrastructure Bank**, the northern hubs of the **Bank of England**, the Department for Work and Pensions’ and the Department for Transport. We will also continue to work with existing and new SMEs and social enterprises to deepen their roots in the city and enhance their relationship with local communities.

Future Focus

- More and more, the idea of **place matters** as we try to more equally share the benefits of Leeds’ economic success and enable everyone to feel proud of the community they live in.

We will work in partnership to identify and deliver transformational projects across the whole of Leeds, drawing in external funding streams, including:

- Invest in community infrastructure and good quality local services so everyone can be proud of where they live.
 - Recognising the important cultural and historical factors which affect how parts of Leeds have developed and how the people who live there feel.
 - Facilitating flexible co-working spaces in areas outside of the city centre.
 - Capitalising on the role of **culture**, including sport, arts, media and heritage, for the future of city and local centres through Leeds 2023.
 - Considering the future role and use of local high streets in a post-pandemic landscape.
 - Strengthening a mutually beneficial relationship between the city centre and local communities.
- We will put **skills and opportunity** at the heart of our approach through a **Future Talent Plan** to help drive our economic recovery, address unemployment and underemployment, help people to be more resilient in work, and support people and businesses of all sizes to thrive – including by **supporting young people to access the labour market** and older workers to access the skills and retraining they might throughout their career. Led by West Yorkshire Combined Authority (WYCA), we will **support employers to retain older workers in fulfilling roles for longer**.
 - We will work in partnership with our Child Friendly Leeds ambassadors to help **raise aspirations and work readiness of young people**, provide supported internships for young people with additional needs and offer work experience or employment opportunities to young people who are care leavers or are not currently in education, employment or training. More broadly, we will keep the voices of children and young people at the heart of our work as a child-friendly city, valuing youth allyship and empowerment as part of overcoming inter-generational inequalities.
 - We will put **innovation and creativity** at the heart of our approaches, co-designing with the private, public and community sectors, stimulating new conversations with partners on how to strengthen our innovation ecosystem, ensuring inclusivity and social impact, and increasingly demonstrating that Leeds is a place with a strong innovative spirit that plays a significant role internationally.
 - We will work to take advantage of the many opportunities in emerging green industries and **make Leeds a focal point for new green jobs**, looking at the support we can provide to businesses which will need to change due to the climate emergency. Our approach will understand that low-income families should not face additional disadvantage as a result of climate change, and we must deliver a **just transition to an environmentally sustainable and inclusive economy**.

Three: Zero Carbon

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

To realise this ambition, Team Leeds will focus on:

- Delivering a low-carbon and affordable transport network which encourages people to be physically active and reduces reliance on the private car, helping people get around the city easily and safely.
- Promoting a fair and sustainable food system in which more produce is grown locally, and everyone can enjoy a healthy diet.
- Addressing the challenges of housing quality and affordability, tackling fuel poverty and creating vibrant places where residents have close access to services and amenities.
- Joining with local communities, landowners and partners to protect nature and enhance habitats for wildlife.
- Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

Background to our Ambition

Leeds declared a climate emergency in March 2019 and agreed to work towards making the city carbon neutral by 2030. Understanding that we are part of the global effort, urgent transformative action is required for Leeds to make its contribution to preventing the worst impact of climate change. We need everyone to play their part, with local and national government, business, communities and individuals all able to make a difference through their actions. Without determination in Leeds and beyond to respond now, the future will bring catastrophic consequences for humans and the natural world, with increasing disruption to many aspects of life including the food system, spread of disease, and extreme weather events like floods and heatwaves.

The drive towards a low carbon, sustainable and nature-friendly future offers huge possibilities for a city like Leeds, placing ourselves ahead of the curve for new market opportunities and acting as a test bed for innovation and new green technologies. We can make it easier and more affordable for people to connect with each other and move around the city, reclaiming public spaces for leisure and play. Better access to nature and green space, cleaner air, locally grown fresh produce and well-paid jobs in emerging green industries can improve wellbeing and make environmentally conscious lifestyles easier to follow.

Current Focus

Much of the transformative change required to see a Zero Carbon Leeds will take time, but we want to halve the city's (1990) emissions by 2025 and good progress is already being made.

- We will continue our work to **reduce emissions from buildings and vehicles**, with anchor institutions leading the way, making commitments and supporting others to join us. We will work as an Anchor Network to explore opportunities to further strengthen or accelerate our collective commitments. The council is investing £100m and £25m in its housing stock and public buildings respectively, retrofitting insulation, heat pumps, solar panels and LED lighting. Leeds now has the largest local government electric vehicle fleet in the UK, Yorkshire

Ambulance Service has an ambitious plan to achieve a zero-carbon fleet by 2050, and West Yorkshire Combined Authority is working with bus providers to scale-up availability of all-electric buses. £7m investment is also helping local businesses to switch to lower emission vehicles.

- Opportunities to **invest in infrastructure which reduces energy demand and costs** will continue to be explored, with the 19km district heating network constructed since 2017 already delivering low carbon heat to hundreds of properties in low-income communities and several key civic and cultural buildings, and further network expansions planned. Switching to LED street lighting across Leeds will halve its energy requirement.
- Across Leeds we are working to **protect and enhance the natural environment**, with businesses and institutions ‘greening’ their campuses, investment in major flood alleviation schemes protecting over 3,500 residential and commercial properties, and a collective effort aiming to increase the city’s tree canopy cover from 17% to 33% - with potential to give Leeds more trees per person than any city in Europe. Planning policy is being reviewed to support these efforts and ensure the importance of green and blue infrastructure is recognised.
- We will **make it easier for people to live low-carbon lifestyles in Leeds**, championing community-led green initiatives, supporting people to grow food locally and further investing in low carbon travel options – building on the city’s highly successful park and ride schemes and harnessing the power of the now over 172km of dedicated cycle network Leeds can benefit from.
- Leeds has suffered several flooding events in the last decade and with the effects climate change likely to grow, effective flood risk management is increasingly important for communities to ensure they are resilient and adaptable to the current and future impacts of climate change. We will continue to work with partners, including Government, to **invest in sustainable flood risk management** through effective water management, climate change adaptation, land management, habitat protection and creation. Delivery of affordable and high quality flood alleviation measures will be pursued wherever possible.
- We will continue to **listen, learn from and act on the feedback from Leeds residents** – including children and young people who have been at the forefront of the efforts to confront the climate emergency so far, and who will be the most affected by climate change in the future. We will promote ideas about how families can take action in their homes, schools and communities to reduce carbon and live more sustainable lifestyles.

Future focus

- We will go further to **transform the way people move around Leeds**, prioritising walking, cycling and other sustainable forms of travel – with a target to increase bus usage by 130%, cycling by 400% and walking by 33%. We will make Leeds a city where you do not need to use a car and deliver a 30% reduction in car usage as a result. These changes will enable public spaces to be less vehicle dominated and to reclaim streets for people.
- Alongside community partners we will continue to **invest in the energy efficiency of council and social housing stock**, with the council alone accounting for 18% of the city’s homes overall. We will invest £120m to improve our multi-storey buildings and build upon successful work in Cross Green and Holbeck to improve the most challenging pre-1919 back-to-back homes. We will also work with partners, including Government, to explore ways to support low-income homeowners to improve energy efficiency in owner-occupied homes.

- The decarbonisation of heat is crucial to achieving zero carbon housing stock, so **Leeds will remain at the forefront of the drive towards hydrogen** as a replacement for natural gas, working alongside local government and academic partners. The emerging hydrogen economy should be rooted in our region with opportunity for new high skilled jobs in Leeds and game-changing advances in low carbon transport and industry.
- We will **champion local farming and food production**, including through exploring vertical farming in urban settings, promoting growing at home or in communities, and working with anchor partners to source more food served by organisations in the city from producers based in Yorkshire and the surrounding counties. The council for its part will halve the carbon footprint of meals served in schools, cafes and meal deliveries, will no longer accept food contracts for air-freighted imports and will work with partners to support them to do the same.
- **Habitat preservation** and **nature recovery** will be at the heart of our approach to land management, and we will bring landowners in the city together to promote biodiversity and create new and connected spaces for wildlife in response to the nature emergency we see alongside the climate emergency. This means we will plant more wildflower meadows, use relaxed mowing wherever possible, increase tree planting, and support community-led green initiatives as much as possible.
- We will continue to work with the Leeds Climate Commission and the **Yorkshire and Humber Climate Commission**, who have developed a climate action plan to reach net zero by 2038, with significant progress being achieved by 2030. The plan clearly sets out the journey our region needs to go on, and we will work as Team Leeds with partners elsewhere in Yorkshire to develop the actions we can take to meet the targets laid out.

LEEDS CITY COUNCIL 2022/23 BUDGET REPORT

Directorate: City Development

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2022/23 financial year.
- 1.2 The 2022/23 Revenue Budget provides £2,570k within the Council's Strategic Budget for the ongoing impact of COVID-19 pandemic. As such and with the exception of specific provision within Planning and Sustainable Development and City Centre Management, no directorate COVID impacts are detailed below.

2 Service Context

- 2.1 City development provides a wide and diverse range of services which make a significant contribution to the life, growth and vitality of the city. The Directorate is responsible for the Council's physical, economic, cultural and sport services and includes the following services:
- Asset management and Regeneration - develops and implements major projects which improve the physical infrastructure of the city and transformation of deprived neighbourhoods including securing external resources.
 - Culture and Economy - programmes and supports arts, cultural activity and events across the city and manages all our museums and venues. Leads the work to grow the Leeds economy – including coordinating work aimed at creating new jobs, supporting businesses, growing economic sectors promoting enterprise and developing economic policy.
 - Highways and Transportation - provides a highway maintenance service, including street lighting and road sign installation, and delivers a winter service, a highway traffic management system and manages the road space. Responsible for designing and delivering major and minor highways schemes, transportation projects and other major council sponsored prestige projects. Undertakes statutory responsibilities of the council as the city's lead local flood authority.
 - Planning and Sustainable Development - deals with planning and building regulations applications including enforcement. Deals with dangerous structures, safety at sports grounds, minerals and waste and provides specialist advice on contaminated land, urban design, landscape, conservation, trees and ecology. Responsible for statutory development plans and policies, community infrastructure levy and facilitating neighbourhood plans.
 - Operations and Active Leeds – Manages and oversees retail markets and street trading, manages Leeds city centre including co-ordination with Leeds BiD. Supports City Development's change activity, working with colleagues in Resources to ensure effective support to the Directorate. Active Leeds provides opportunities for people living in Leeds to enjoy the benefits of an active lifestyle.

3 **Budget Proposals**

3.1 This 2022/23 budget has been set at £33,367k representing a net increase of £2,201k (7.1%) when compared to the adjusted budget for 2021/22. This net increase comprises a number of changes in resources totalling (£888k) and pressures totalling £6,264k offset by savings of £3,175k which are explained below.

3.2 **Budget Adjustments and Transfers**

3.2.1 There have been a number of organisational changes, service transfers and other budget adjustments which are reflected in the 2022/23 budget. These include:

- The transfer of Business Administrative staffing from the Resources Directorate to Highways and Transportation (+£371k) and Employment and Skills (+£128k).
- The net impact of the Council wide review of property management functions including savings identified centrally as part of the 2021/22 budget but not allocated to directorates (£254k).
- The transfer of £252k running cost budgets from the Resources Directorate to City Development as a result of the sub-letting of the St George House building, which will contribute to the existing Estate Rationalisation savings target.
- Other budget adjustments totalling £21k mainly reflecting adjustments to budgets to remove the need for recharges between directorates.

3.2.2 The overall net impact of these adjustments is to increase the Directorate's restated 2021/22 budget by £518k, giving an adjusted 2021/22 budget of £31,166k.

3.3 **Changes in Use of Reserves and Balances – increase of £1,955k**

3.3.1 Additional short-term funding from the Council's COVID reserve has been secured during 2021/22 to address backlogs within the Planning service and the full year effect of this usage (£375k) has been provided for in the 2022/23 budget.

3.3.2 The 2022/23 budget includes the one-off utilisation of £2m of commuted sum balances which are received from developers to meet the future maintenance cost of adopted Highways. An annual budget of £250k has been provided for to meet the estimated cost of these ongoing maintenance requirements.

3.3.3 The 2022/23 budget reflects the reversal of the one-off use of £520k balances in the 2021/22 budget within Highways & Transportation, partially offset by the utilisation of a further one-off £100k balance identified for 2022/23.

3.4 **Changes in Other Resources – reduction of £1,067k**

3.4.1 The 2021/22 budget included the receipt of £1,700k of Gain Share funding from WYCA in respect of the West Yorkshire Devolution Deal. As this funding was for one year only, the 2022/23 budget reflects the fallout of this funding.

3.4.2 However, based on initial discussions with WYCA, an assumption has been made that funding of £633k will be received over the next three years in supporting the delivery of

outcomes aligned to the West Yorkshire Mayor's priorities (see 3.9.1 below), although this is still subject to agreement from WYCA at this stage.

3.5 Changes in prices – pressure of £4,184k

- 3.5.1 Spending Review 2020 indicated a public sector pay freeze in 2021/22. However, it is now assumed a pay award will be required and negotiations are ongoing. As such the budget provides £2,676k for two elements of pay: the Employers final offer for 2021/22 not provided for in the 2021/22 base budget and an assumed 2022/23 pay award incorporating the recently announced Real Living Wage of £9.90 (as scale points 1 and 2) and a 2% pay award for all other staff. The provision reflects the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.90 per hour which is 40 pence above the National Living Wage rate. Apprentices and new starters on the A1 spinal point will be also be paid £9.90 per hour.
- 3.5.2 This increase will be partially mitigated by reflecting the cost of the additional pay award in charge out rates, mainly to capital schemes within Highways and Transportation, reducing the impact on revenue by £640k.
- 3.5.3 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. £1,596k has been provided for such contractual commitments including the PFI contracts for Street Lighting and three Leisure Centres and essential supplies & services across all services. A 5% increase for 2022/23 has been provided for inflation on utilities budgets, totalling £681k. The current assessment of projected energy prices indicates there may be an additional pressure in 2022/23, in response to which a reserve has been created within the Council's Strategic Budget and will be applied as required.
- 3.5.4 Other net variations (-£129k) include a reduction in insurance costs which reflects changes in the number and value of insurance claims.

3.6 Actuarial Review

- 3.6.1 The 2022/23 budget does not provide for an increased contribution to the West Yorkshire Pension fund. Whilst this reflects the most recent Actuarial Review, which showed the West Yorkshire Pension Fund to be in a surplus position, the Council will continue to monitor this position.

3.7 Capitalised Pension Costs – saving of £61k

- 3.7.1 The Council continues to provide an Early Leavers Initiative (ELI) to reduce the wage bill as a mechanism to contribute towards the budget gap. The fall out of capitalised pension costs associated with staff who have left the Council under ELI to date will save an estimated £61k.

3.8 COVID Pressures - £475k

- 3.8.1 Within the Planning and Sustainable Development service, the COVID pandemic has had a significant impact on the service in terms of increased volumes of applications and enforcement work, outstripping the capacity of existing resources. Additional short-term resources have been implemented during 2021/22 to address the backlogs and to facilitate

the timely delivery of planning outcomes, and the full year effect of this (£375k) has been provided for in the 2022/23 budget to be funded from the COVID reserve.

3.8.2 The 2022/23 budget also makes provision for £100k loss of income within City Centre Management due to the extension of temporary pavement licence legislation to September 2022 which places a cap on the level of fees chargeable for the licences.

3.9 **Other budget pressures – £1,666k**

3.9.1 A number of other pressures have been recognised in the 2022/23 budget. A further £901k has been provided to increase the council's contribution to the Leeds 2023 Trust, reflecting the agreed payment schedule. However, this will be partially offset by assumed funding from WYCA as described in paragraph 3.4.2, although this is still subject to agreement.

3.9.2 An adjustment of £320k has been made to the capital receipt fee income budget to reflect the estimated capital receipts schedule and £250k has been included to provide for the ongoing maintenance requirements associated with adopted highways

3.9.3 Provision of £195k has been made within Resources & Strategy, primarily to provide additional capacity to support the Directorate with key national, regional and local policy areas and to contribute to the successful delivery of major transformational projects and programmes.

3.10 **Savings**

3.11 **Business As Usual – £3,015k**

3.11.1 The Arts, Events and Venues team has identified net savings of £80k through investment in a new ticketing system solution called Tessitura. The system presents an opportunity to generate savings and increase income across the council.

3.11.2 It is proposed to utilise redistributed balances of £678k from the 2018/19 Business Rates Pool, subject to agreement by the other Local Authorities, to substitute for the Council's core budget contribution to Leeds 2023 in 2022/23. It is proposed to increase this by a further £189k by utilising uncommitted balances from the 2020/21 Business Rates Pool, giving a total substitution of £867k in 2022/23.

3.11.3 Within Active Leeds, net savings of £50k have been included for a Health and Well Being offer to businesses based within or nearby to Leeds. In addition, a further £150k is anticipated through increased swimming tuition income based upon a remodelling of existing activities.

3.11.4 Within Highways & Transportation, a major schemes procurement framework is being established for the delivery of the ongoing programme of infrastructure work. This will give Leeds direct access to the contracting market, providing savings to Leeds and also the potential to generate income by making it available and charging fees to other Local Authorities. A saving of £200k is anticipated.

3.11.5 The service has also identified the potential to deliver the Section 38 Agreement process on behalf of other Highway Authorities in West Yorkshire which could generate annual income. At this stage, income of £40k has been included in the budget proposals which assumes one Local Authority will take up this service.

- 3.11.6 An additional £50k has been included which reflects the establishment of a project team to improve efficiency and capacity of the three Highways & Transportation Depots.
- 3.11.7 Further net savings of £233k have been estimated in respect of the continuing rollout of the Street Lighting LED conversion scheme which continues to deliver significant energy consumption savings.
- 3.11.8 An additional £299k saving has been identified by reviewing fees in respect of Highway maintenance schemes to more accurately reflect the requirements of design and co-ordination and the increasingly complex nature of these types of schemes.
- 3.11.9 Within Asset Management & Regeneration, the management of cost reduction aligning to Future Ways of Working and Service Delivery is continuing and estimated savings of £275k have been identified regarding an opportunity to sub-let surplus space and manage as an additional investment property.
- 3.11.10 An additional £50k has been identified relating to the charging of professional property and delivery expertise on externally funded capital schemes, reflecting a modest increase on current fee charges and a review of costs.
- 3.11.11 A review of Elland Road Car Park cash collection to include consideration of automated payment methods, introduction of cashless payments and increased flexibility in the charging regime is anticipated to generate an additional £20k in 2022/23.
- 3.11.12 Implementation of tighter vacancy management controls across the directorate and a review of current levels of vacancy factor are anticipated to save an additional £476k in 2022/23.
- 3.11.13 Public Health funding of £100k will be received in 2022/23 in support of existing physical activity programmes within Active Leeds.
- 3.11.14 A corporate review of the PFI schemes has identified insurance savings of £125k for 2022/23 in respect of the Active Leeds PFI contracts which will have a nil impact upon the service's budget.

3.12 **Service Review £160k**

- 3.12.1 The Leeds Museum and Galleries service proposes changes to Kirkstall Abbey admissions for non-Leeds residents which is anticipated to generate additional income of £160k in 2022/23. An invest to save business case will also be developed around the relocation of the café at Abbey House Museum to the visitor centre at Kirkstall Abbey, to deliver further net savings, although these are not anticipated until 2023/24.

4 **Risk Assessment**

- 4.1 In determining the 2022/23 budget, consideration has been given to all the risks which are managed within the Directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared.

- 4.2 The key risks in the 2022/23 budget for the City Development Directorate are:

- The majority of income streams within the Directorate are predicated on a buoyant and active economy. Income from Planning and Building Control fees, Advertising, Markets,

Active Leeds and Arts and Heritage as well as Strategic Investments and Major Capital Programmes are all affected by local, regional and national economic conditions and therefore any downturn impacts directly in these service areas. This presents a significant risk as the uncertainty created by the COVID Pandemic continues. The potential financial impact of reduced income resulting from a sustained period of COVID in 2022/23 has not been factored into the Directorate's budget.

- In addition, a number of the 2022/23 budget proposals relate to income growth and successful delivery of this budgeted growth represents a challenge for the Directorate. The Directorate will therefore need to ensure that income levels and the actions required to deliver them are closely monitored.
- There is a risk that the existing savings targets around Strategic Investments are not achieved which reflects the Council's intention to not simply chase financial returns but to only invest in suitable and sustainable investments that support the overarching ambitions of the Council.
- Given the increase in vacancy factor in the 2022/23 budget, there is a risk that staff turnover and the number of vacant posts across the Directorate are less than assumed in the budget, potentially impacting on the Directorate's staffing budget, although existing control mechanisms are in place across the directorate to mitigate this risk.

Briefing note prepared by: Michael Everitt (Head of Finance)
Telephone: 0113 378 7817

Directorate - City Development

	2022/23 £m	FTEs
Net managed budget 2021/22	30.65	
Adjustments		
Transfers of function/other adjustments	0.52	
Adjusted net managed budget	31.17	
Changes in the use of Reserves & Balances		
Use of Covid reserve - Planning backlogs	(0.38)	
Highways Commuted Sums	(2.00)	
Reversal of use of Highways balances in 21/22	0.52	
Use of Highways balances 22/23	(0.10)	
Changes in Other Resources		
Fallout of WYCA Gain Share 21/22	1.70	
WYCA Mayoral Priorities	(0.63)	
Total Change in Resources	(0.89)	
Budget Pressures:		
Inflation		
Pay	2.68	
Price	2.15	
Income	(0.64)	
Employers Pension	0.00	
Capitalised Pensions	(0.06)	
Other		
Planning staffing to address backlogs	0.38	9.38
Street Licence income	0.10	
Leeds 2023 payment schedule	0.90	
Capital receipt fee income	0.32	
Highway maintenance - adopted highways	0.25	
Service Improvement Team	0.20	5.00
Total Pressures	6.26	14.38
Savings Proposals:		
Business As Usual		
Arts, Events, & Venues - Ticketing solution	(0.08)	2.23
Utilisation of Business Rates Pool balances to substitute for Leeds 2023 spend	(0.87)	
Active Leeds Health & Wellbeing offer	(0.05)	
Active Leeds - increase swimming tuition income	(0.15)	
Highways & Transportation - establishment of procurement framework	(0.20)	
Highways & Transportation - manage s38 process on behalf of other LAs	(0.04)	
Highways & Transportation - efficiency savings across 3 depots	(0.05)	
Highways & Transportation - street lighting LED conversion energy consumption	(0.23)	
Highways & Transportation - review of fees re Highway maintenance schemes	(0.30)	
Asset Management & Regeneration - sub-let surplus office space	(0.28)	
Asset Management & Regeneration - review of professional property and delivery fees	(0.05)	
Asset Management & Regeneration - review of Elland Road cash collection arrangements	(0.02)	
Implementation of tighter vacancy control and vacancy factors across the directorate	(0.48)	
Public Health funding - Active Leeds	(0.10)	
Procurement savings	(0.13)	
Service Review		
Leeds Museums and Galleries - charges to non-Leeds residents at Kirkstall Abbey	(0.16)	
Total Savings	(3.18)	2.23
Net Managed Budget 2022/23	33.37	16.61

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2022/23 Budget Amount £	Decision Maker
Leeds Arts, Events & Venues - Ticketing Solution	Purchase of new corporate ticketing software has provided opportunity to increase income	Additional income target not achieved	Internal staffing consulted	No significant implications	Already taken as a BAU decision	£80k	Chief Officer – Culture and Economy
Leeds Museums & Galleries – Kirkstall Abbey charging to non-Leeds residents	Ensures the Abbey is more financially sustainable, whilst protecting Leeds residents.	Demand assumptions not achieved	Internal staffing and ward members already consulted, further public consultation to be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2022	£160k	Chief Officer – Culture and Economy
Utilisation of Business Rates Pool Balances as substitution for Leeds 2023 expenditure	Reduces net cost of Leeds 2023 to the Council in 2022/23	Confirmation required of balances available for use	Other participating Pool Authorities – awaiting confirmation	None	March 2022	£867k	Chief Officer – Culture and Economy
Active Leeds – Health & Wellbeing Offer	Meeting demand from private sector, creates income stream to Council	Demand not as high as anticipated	Internal staffing consulted	No significant implications	Already taken as a BAU decision	£50k	Chief Officer – Operations and Active Leeds

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2022/23 Budget Amount £	Decision Maker
Active Leeds – swimming tuition income	Improves service offer and generates additional income	Additional income target not achieved	Customers	No Significant Implications	Already taken as a BAU decision	£150k	Chief Officer – Operations and Active Leeds
Highways & Transportation – establishment of procurement framework for major schemes	Reduces costs of procurement to LCC and generates income	Other Authorities don't utilise the framework as envisaged	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2022	£200k	Chief Officer – Highways & Transportation
Highways & Transportation – manage S38 approval process for other WY LAs	Utilises existing expertise and generates income	Demand not there from the other WY Authorities	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2022	£40k	Chief Officer – Highways & Transportation
Asset Management & Regeneration – sub-let surplus office space	Aligns to Future Ways of Working programme and generates income	Ability to complete in timescales	N/A	To be undertaken as a part of the decision process	March 2022	£275k	Chief Officer – Asset Management & Regeneration
Asset Management & Regeneration – Elland Road car park cash collection	More efficient method of cash collection provides opportunity to	None identified	To be undertaken as a part of the decision process	To be undertaken as a part of the decision process	March 2022	£20k	Chief Officer – Asset Management & Regeneration

City Development

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2022/23 Budget Amount £	Decision Maker
	generate additional income						

LEEDS CITY COUNCIL

2022/23 BUDGET REPORT

Directorate: Children and Families

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2022/23 financial year.
- 1.2 The 2022/23 Revenue Budget provides £2,570k within the Council's Strategic Budget for the ongoing impact of COVID-19 pandemic. As such, no directorate COVID impacts are detailed below.

2 Service Context

- 2.1 The overall aim of Children and Families continues to be delivering outstanding services that improve the lives of children, young people and families and make Leeds a child-friendly city.
- 2.2 The demand for Children and Families services are significantly influenced by the Covid-19 pandemic. The pandemic has had a huge impact on the communities of Leeds with those most vulnerable significantly affected in terms of their health and well-being as well as their economic circumstances. This has also led to an increased need for children's social care and learning inclusion services. The recent Ofsted focused visit acknowledged the impact of Covid-19 on all aspects of children's services, identified a number of areas of strength and areas for improvement in social work practice.
- 2.3 In response to these challenges, the directorate has developed a Covid-19 Transition Plan. This is a single plan which brings together Children and Families Services activity with that of other council services and partners, where appropriate, to support key improvement priorities from the Children & Young People's Plan during the period of transition from the Covid-19 pandemic.
- 2.4 The Transition Plan is underpinned by restorative, strength-based and family-led approaches which seek to address the impacts of poverty, and promote equality and diversity, and the voice and influence of children, young people, and their families.
- 2.5 The plan has three key themes:
- Improving the lives of children, young people and families
 - Creating the conditions for success
 - Securing the future and financial sustainability
- 2.6 In line with these principles, the 2022/23 Children and Families budget includes plans to invest resources to meet demand through a £2m investment in additional staff in key areas of the service. This includes the front door, children's social work and services for children with special education needs and disabilities. The additional investment is focussed on ensuring that children and young people's needs continue to be met effectively, despite the

increased need across the city, and builds upon an invest to save proposal with regard to the council's fostering and residential services.

- 2.7 In combination these proposals seek to ensure that the Directorate maintains the strategy of helping families early and in a preventative way wherever possible, and ensuring that where children are looked after this happens within the council's own provision, locally and in family settings wherever possible. This will continue to support positive outcomes for children and families in Leeds and over the medium-term result in financial savings to the Council.

3 **Budget Proposals**

- 3.1 This 2022/23 budget has been set at £133,030k representing a net increase of £16,007k (11.9%) when compared to the adjusted budget for 2021/22. This net increase comprises a number of changes in resources totalling £58k and pressures totalling £17,878k offset by savings of £1,661k which are explained below.

3.2 **Budget Adjustments and Transfers - £68k**

- 3.2.1 There is a minor net adjustment of £68k in the 2022/23 budget relating to decarbonisation and a number of staffing adjustment between Children & Families and other directorates.

3.3 **Changes in Specific Grant Funding – reduction of £58k**

- 3.3.1 There is a reduction of £58k in Dedicated Schools Grant (DSG) funding for central school services provided by the council. This is due to ongoing phased reductions in the funding provided to local authorities by the Education and Skills Funding Authority, as some areas that were historically funded are no longer eligible for funding.

3.4 **Changes in Use of Reserves and Balances – no change**

- 3.4.1 There are no changes in the use of reserves and balances for 2022/23.

3.5 **Changes in Other Resources – no change**

- 3.5.1 There are no changes in other resources for 2022/23.
- 3.5.2 The Adults & Health budget reflects a £5,000k contribution from Leeds Health partners to support Leeds City Council expenditure that directly supports their services. This contribution will support both Adults & Health and Children & Families services, and discussions are taking place with Health partners to agree how the contribution will be split across the directorates. Until the details are confirmed, the £5,000k has been initially included in the Adults & Health budget. If required, budgets can be adjusted to reflect the contribution in respect of Children & Families once this has been agreed.

3.6 **Changes in prices – pressure of £8,866k**

- 3.6.1 Spending Review 2020 indicated a public sector pay freeze in 2021/22. However, it is now assumed a pay award will be required and negotiations are ongoing. As such the budget provides £5,055k for two elements of pay: the Employers final offer for 2021/22 not provided for in the 2021/22 base budget and an assumed 2022/23 pay award incorporating the recently announced Real Living Wage of £9.90 as scale points 1 and 2 and a 2% pay award

for all other staff. The provision reflects the Council's continuing commitment to be a Real Living Wage employer. Consequently, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.90 per hour which is 40 pence above the National Living Wage rate. Apprentices and new starters on the A1 spinal point will be also be paid £9.90 per hour.

- 3.6.2 No provision has been made for inflation on running cost budgets other than demand based budgets and where there are specific contractual commitments. A 5% increase has also been provided for inflation on utilities budgets, providing £85k. The current assessment of projected energy prices indicates there may be an additional pressure in 2022/23, in response to which a reserve has been created within the Council's Strategic Budget and will be applied as required. Business rates for Children and Families will increase by £90k.
- 3.6.3 In relation to demand based budgets, inflation of £2,652k is provided for the increased cost of external provision for Children Looked After. This amount reflects inflation on expected demand increases, and also includes an adjustment to reset the Strategy at a level reflecting inflation on existing demand, which has exceeded the available budget in recent years.. A further £1,100k has also been included to reflect the actual staffing structures currently in place across the Directorate.

3.7 **Actuarial Review**

- 3.7.1 The 2022/23 budget does not provide for an increased contribution to the West Yorkshire Pension fund. Whilst this reflects the most recent Actuarial Review, which showed the West Yorkshire Pension Fund to be in a surplus position, the Council will continue to monitor this position.

3.8 **Capitalised Pension Costs – saving of £29k**

- 3.8.1 The Council continues to provide an Early Leavers Initiative (ELI) to reduce the wage bill as a mechanism to contribute towards the budget gap. The fall out of capitalised pension costs associated with staff who have left the Council under ELI to date will save an estimated £29k.

3.9 **National Living Wage/Ethical Care Charter Commissioned Services – pressure of £720k**

- 3.9.1 Provision of £720k has been included for the estimated cost of the increase in the national living wage for external placement costs.

3.10 **Demand and Demography – pressure of £6,103k**

- 3.10.1 £5,403k has been provided for increased demand on Children Looked After (CLA) and financially supported non-CLA budgets (which include arrangements that prevent children from becoming looked after, such as special guardianship orders). This amount reflects expected demand increases, and also includes an adjustment to reset the Strategy at a level reflecting actual demand, which has exceeded the available budget in recent years. The increase is partly offset by savings proposals detailed later in this report, which will increase the proportion of internal CLA provision.
- 3.10.2 A further £700k has also been provided for the increasing number of children eligible for transport support.

3.11 **Other budget pressures – £2,581k**

- 3.11.1 Provision has been included in the budget for an additional £2,000k of staffing costs, reflecting increased demand for social care and services that support special educational needs and disabilities.
- 3.11.2 £500k has been included for repayment towards previous borrowing against school balances, which supported early intervention and preventative services in Children's Services.
- 3.11.3 A further £75k has also been included in the budget for direct payments reflecting increased demand. An additional £20k has also been included to reflect increased apprentice levy payments.
- 3.11.4 Additional provision of £186k has been included for insurance costs, which reflects changes in the number and value of insurance claims.
- 3.11.5 Savings of £200k have been included for school premature retirement costs and Further Education pension costs, based on recent trends.

3.12 **Savings**

3.13 **Business as Usual – saving of £1,366k**

- 3.13.1 Savings of £280k have been included for Passenger Transport savings on home to school transport through increasing efficiency and offering a flexible choice to parents and carers
- 3.13.2 Savings of £500k have been included for reductions in operational costs across the Directorate.
- 3.13.3 Additional income of £378k is included in the budget for the use of public health funding to support Children and Families services that deliver public health outcomes.
- 3.13.4 Contract savings of £208k have been included for expected insurance rebates on PFI contracts.

3.14 **Service Review – saving of £295k**

- 3.14.1 Net savings of £295k are included from proposals that were reported to Executive Board in September 2021. The proposals invest in the council's fostering and residential provision based on an analysis of the needs of children in care. The proposals aim to create increased in-house capacity for children and young people to reduce reliance on externally commissioned fostering and residential placements.

4 **Risk Assessment**

- 4.1 In determining the 2022/23 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2022/23

budget for the Children and Families Directorate are set out below.

- 4.2 There is an increasing number of children with special and very complex needs. This impacts in particular on the Children and Families placements budget for Children Looked After, financially supported Non-CLA and on the transport budget. These budget proposals provide for increased demand, however there is a risk that demand may increase beyond current projections. In particular, the longer term impact of Covid on children and young people is still developing, and there is a risk that demand on services may increase as a result of this. The Directorate continues to develop innovative approaches to the delivery of services to mitigate the demand pressures, including a focus on preventative Early Help services.
- 4.3 The Directorate's proposed budget assumes no change in the amount of income from grants and other sources. Some of this income will require further work to secure, including ongoing discussions on appropriate contributions from health. The income budget also includes assumptions on grant income based on previous trends, however a number of grant allocations will be announced after the budget has been prepared and there is a risk that the final allocations will be less than projected. There is also a risk there will be reductions in traded income as more schools become academies, resulting in reduced demand for services. Further income pressures could also be seen on the council's nursery provision depending on the ongoing impact of Covid.

Briefing note prepared by: Lucie McAulay (Head of Finance)
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Directorate - Children & Families

	2022/23 £m	FTEs
Net managed budget 2021/22	117.02	
Adjustments		
Transfers of function	0.00	
Other adjustments	0.20	
Adjusted net managed budget	117.22	
Grant Fallout		
Dedicated Schools Grant - central school services	0.06	
Grant Increases	0.00	
Changes in the use of Reserves & Balances	0.00	
Changes in Other Resources	0.00	
Total Change in Resources	0.06	0.00
Budget Pressures:		
Inflation		
Pay	5.06	
Price	2.98	
Income	0.00	
Employers Pension	0.00	
Capitalised Pensions	(0.03)	
National Living Wage - commissioned services		
National Living Wage/Ethical Care Charter	0.72	
Demographic and demand pressures		
Demand and demography	6.10	
Other		
Staffing to meet demand	2.00	38.40
Repayment of borrowing	0.50	
Direct Payments	0.08	
Apprenticeship Levy	0.02	
School premature retirement costs and FE pensions	(0.20)	
Insurance	0.19	
Total Pressures	17.41	38.40
Savings Proposals:		
Business As Usual		
Passenger Transport	(0.28)	
Operational costs	(0.50)	
Public Health funding	(0.38)	
Contract insurance rebates	(0.21)	
Service Review		
Children Looked After proposals	(0.30)	15.00
Total Savings	(1.66)	15.00
Net Managed Budget 2022/23	133.03	53.40

Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2022/23 Budget Amount £	Decision Maker
Investing in the council's fostering and residential provision for Children Looked After	<p>The options considered and the justification for the proposal were set out in the September Executive Board report.</p> <p>The proposal will increase the proportion of in-house provision, which should improve outcomes while also providing a financial saving.</p>	<p>This is a transformational project and as such there are various risks that will be monitored as part of the project governance.</p>	<p>Initial consultation was carried out for the previous Executive Board report and this budget report.</p> <p>More detailed consultation will follow for individual decisions needed as the project progresses.</p>	<p>These changes are for the children looked after by Leeds. They will increase the potential to provide the best quality care for them and improve their outcomes. Parenting Board.</p> <p>Appropriate consultation will be carried out with stakeholders.</p>	<p>Various during 2021/22 and 2022/23</p>	<p>£295k net savings</p>	<p>Director of Children & Families</p>
Investing in additional staff to meet demand	<p>Additional staff are required in key posts reflecting increased demand for social care and services that support special</p>	<p>Recruitment to posts will be affected by market forces, this risk is being managed through appropriate recruitment</p>	<p>Consultation will be undertaken as appropriate as part of the decision making process.</p>	<p>Equality impact assessments</p>	<p>By April 2022</p>	<p>£2m expenditure</p>	<p>Director of Children & Families</p>

Children and Families

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2022/23 Budget Amount £	Decision Maker
	educational needs and disabilities.	campaigns and support from HR.					

Work Schedule

Date: 15 June 2022

Report of: Head of Democratic Services

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

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

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

Recommendations

Members are requested to consider and discuss the Scrutiny Board's work schedule for the 2022/23 municipal year.

Why is the proposal being put forward?

1. A draft work schedule for the Infrastructure, Investment & Inclusive Growth Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, including performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
2. The latest Executive Board minutes from the meeting held on 20 April 2022 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

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

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

What impact will this proposal have?

Wards affected: All

Have ward members been consulted? Yes No

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

What consultation and engagement has taken place?

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

What are the resource implications?

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

What are the legal implications?

11. This report has no specific legal implications.

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

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

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

Inclusive Growth Health and Wellbeing Climate Emergency

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

Appendices

14. Appendix 1 – Draft work schedule of the Infrastructure, Investment & Inclusive Growth Scrutiny Board for the 2022/23 municipal year.

15. Appendix 2 – Draft minutes of the Executive Board meeting held on 20 April 2022.

Background papers

16. None.

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Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2022/23 Municipal Year

June	July	August
<u>Agenda for Wednesday 15 June 10.30am</u>	<u>Agenda for Wednesday 13 July 10.00 am.</u>	No Scrutiny Board meeting scheduled.
Performance report Flood Risk Management – Cllr Illingworth request for scrutiny Annual reports: - Sources of Work - Terms of Reference - Co-opted members	Green Economy (Scoping - Inclusive Growth) IDS update via LT, to update the Board on the work previously badged as “Smart Cities” <i>TBC - Prevention of Deaths and Serious Injury on our Roads Inquiry – Formal Approval & Response</i>	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

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

Inclusive Growth Strategy

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



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2022/23 Municipal Year

September	October	November
<u>Agenda for Wednesday 28 September 10.30am.</u>	No meeting	<u>Agenda for Wednesday 2 November 10.30am</u>
LPTIP Closure report Future Talent Review		Advancing Bus Service Provision
Site Visits		

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Scrutiny Work Items Key:

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

Inclusive Growth Strategy

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



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2022/23 Municipal Year

December	January	February
Agenda for Thursday 8 December at 10.30am	Agenda for Wednesday 11 January 10.30 am.	No meetings
Connecting Leeds Transport Strategy Annual Update Planning Bill impact update	Performance Monitoring Financial Health Monitoring Initial Budget Proposals	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

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

Inclusive Growth Strategy

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



Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Work Schedule for 2022/23 Municipal Year

March	April	Notes
<u>Agenda for Wednesday 1 March at 10.30am</u>	<u>Agenda for Wednesday 5 April at 10.30am</u>	
Inclusive Growth update Flood Risk Management Housing Mix Update	100% Digital Vision Zero Update	Items raised by members yet to be scheduled: Integrated Rail Plan for the North and Midlands – implications for Leeds Green Economy – (part two)
Working Group Meetings		
Site Visits		

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EXECUTIVE BOARD

WEDNESDAY, 20TH APRIL, 2022

PRESENT: Councillor J Lewis in the Chair

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

- 134 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.
- 135 Late Items**
There were no late items of business submitted to the Board for consideration.
- 136 Declaration of Interests**
There were no interests declared at the meeting.
- 137 Minutes**
RESOLVED – That the minutes of the previous meeting held on 16th March 2022 be approved as a correct record.

INFRASTRUCTURE AND CLIMATE

- 138 Levelling Up Fund (LUF) in Leeds**
Further to Minute No. 4, 8th June 2021, the Director of City Development submitted a report providing an update on the Levelling Up Fund (LUF) including the current position regarding the Council's bids to Government under Round 1 in 2021 and the anticipated approach towards Round 2 in 2022, which was in advance of the formal decision making for any future bid submissions.

By way of introduction, the Executive Member provided an overview of the current position regarding both Round 1 and Round 2 bids, extended her thanks to officers for the work which had been undertaken to date in relation to the formation of bids and also thanked MPs for their continued engagement in the process. In addition, it was noted that the intention was to bring a further report to the 22nd June 2022 Executive Board meeting regarding the proposals for the Round 2 LUF bids ahead of the Government's submission deadline of 6th July 2022.

Members discussed the progress which was being made in relation to Round 2 bids, with it being suggested that in addition to the planned consideration at the June Executive Board meeting, further Executive Member input be facilitated either via an additional Board meeting, or more informally. In response, it was undertaken that if it was felt that further Executive Member

Draft minutes to be approved at the meeting
to be held on Wednesday, 22nd June, 2022

input was required to help maximise the opportunities presented by the fund, either via an additional Board meeting or by other means, then this would be scheduled at the appropriate time.

Responding to Members' enquiries regarding the restoration of Methley Train Station and whether this could potentially be considered as a Round 2 LUF bid, it was noted that this project was currently the subject of a live funding bid and that there was a lot of local momentum behind looking towards reopening the station.

The Board discussed several of the bids being proposed. Further to this, a Member highlighted that the work being undertaken to get all Leeds bids to the application stage was an investment, and whilst it was hoped that all submitted bids would be successful through the LUF programme, should any be unsuccessful, then that work undertaken could potentially be used to pursue alternative funding streams, where appropriate.

RESOLVED –

- (a) That the outcomes of the Round 1 LUF bids, be noted; and that the investment which has been secured for the Pudsey constituency 'Connecting West Leeds' project, be welcomed;
- (b) That further development of, and public consultation for the 'Leeds West: Green, Healthy and Connected' project, to enable its consideration as a Round 2 bid for that constituency, be supported;
- (c) That further development and refinement of the 'Leeds East: Fearnville Wellbeing Centre' project and its potential to be submitted as a Round 2 bid for that constituency, be supported;
- (d) That the need for further work in partnership with constituency MPs and Ward Members in order to define projects, undertake consultations and enable consideration of potential Round 2 bids in the Leeds Central, and Elmet & Rothwell constituencies, be noted;
- (e) That the opportunity to develop an additional city bid, or bids alongside MPs' prioritised constituency schemes, be noted; and that agreement be given for the Director of City Development, in consultation with the Executive Member for Infrastructure and Climate to explore further potential schemes for submission to the LUF, which can be considered at the June 2022 Executive Board for potential submission as necessary;
- (f) That a report be presented to the 22nd June 2022 Executive Board in order to agree which schemes are submitted as Round 2 LUF bids before the 6th July 2022 deadline; and that the comments made during the meeting be noted together with the undertaking that if it was felt that further Executive Member input was required to help maximise the opportunities presented by the fund, either via an additional Board

meeting or by other means, then this would be scheduled at the appropriate time.

RESOURCES

139 Financial Health Monitoring 2021/22 - Provisional Outturn (Month 11)

The Chief Officer (Financial Services) submitted a report presenting details of the financial health of the Council in respect of both the General Fund revenue budget and the Housing Revenue Account and in relation to the Provisional Outturn, as at Month 11 of the 2021/22 financial year.

By way of introduction, the Executive Member provided an overview of the key points within the report, with it being noted that an underspend of £0.4m was being forecast for the Authority as at the Provisional Outturn position for 2021/22.

Responding to a Member's enquiries, the Board received further information regarding the actions which were being taken to monitor and mitigate against the current financial risks arising from energy cost pressures and the fluctuating situation surrounding such matters. Further to this it was noted that the Council continued to liaise with other Local Authorities, the Local Government Association and the Government on the issue of energy cost pressures.

A Member made enquiries regarding the current level of void properties within the Council housing stock and the timeframe by which such properties were being made habitable again, with a suggestion that a report be submitted to a future Executive Board regarding such matters. Responding to the Member's enquiries, officers undertook to provide further information should this be required, and the Board received further detail regarding the issues which continued to be experienced in this area as a result of the pandemic. Members also received an update on the range of actions which were in place to address such matters and improve the current position regarding void properties.

RESOLVED –

- (a) That the projected financial position of the Local Authority at the Provisional Outturn (Month 11 of the 2021/22 financial year), together with the projected impact of COVID-19 on that position, as presented in the submitted report, be noted;
- (b) That it be noted that for 2021/22 the Authority is forecasting a £0.4m underspend position at the Provisional Outturn.

ADULT AND CHILDREN'S SOCIAL CARE AND HEALTH PARTNERSHIPS

140 Better Lives Strategy 2022 to 2027

The Director of Adults and Health submitted a report which sought approval of the proposed new Better Lives Strategy for the period 2022-2027, as presented at Appendix 1. The report provided a summary of the consultation

and engagement which had been undertaken to inform the development of the proposed new strategy and it was noted that, subject to approval, the new strategy was scheduled to be launched in the summer of 2022.

The Executive Member introduced the report, highlighting the key consultation which had been undertaken as part of its development process, emphasised that it was a 'whole Council' strategy noting the linkages between this and the Council's other strategies and services, and how its delivery would be overseen by the Better Lives Board.

Responding to a Member's enquiry, the Board received further information on the range of metrics against each of the strategy's key themes that could potentially be monitored in order to measure delivery outcomes, with it being noted that the specific metrics deemed most appropriate would be agreed with the Better Lives Board. It was also noted that in relation to the reporting of the Council's delivery against such metrics, this would be reported to the Better Lives Board on a quarterly basis, with relevant information also being included within the Director's 'Local Account' annual report.

Responding to a Member's comment, the importance of clear public communications on matters such as this was emphasised, and the Board noted the role played by the Better Lives Board in ensuring that the Council continued to review its approach on how such wider public communications were best achieved in Leeds.

Members welcomed the development of the strategy as a document by which the standard of services delivered across the Council to people with care and support needs could be measured.

RESOLVED –

- (a) That the new Better Lives Strategy for 2022-2027, as presented at Appendix 1 to the submitted report, be approved;
- (b) That it be noted that the lead officer responsible for the implementation of such matters is the Director of Adults and Health.

141 Update on Thriving: The Child Poverty Strategy for Leeds

Further to Minute No. 64, 20th October 2021, the Director of Children and Families submitted a report which provided an update on the 'Thriving: The Child Poverty Strategy for Leeds', presenting information on the work which sat underneath the strategy, including work that had occurred throughout the pandemic. Specifically, the report provided an update on each of the workstreams within the strategy in terms of recent activities, outcomes and proposed next steps.

By way of introduction, the Executive Member provided an overview of the key points within the report, highlighting the current position regarding child poverty levels both locally and nationally, the cross-directorate working which continued to be developed in this area and the partnership work that continued to be undertaken with the third sector.

Members considered a number of issues arising from the report which included the importance of children's access to green space, the continued development of a cross directorate approach towards addressing issues such as child poverty and the measurement of the outcomes being delivered as a result of the actions taken.

In discussing the range of actions being taken by the Council in this area, the Board also acknowledged the scale of the challenge that continued to be faced, considered the trends regarding child poverty levels both locally and nationally and the impact of national policy upon such levels. Linked to this, Members also discussed the impact of the pandemic and the associated lock downs upon children and young people, and whilst it was acknowledged that there was still much to learn on the impact of the pandemic upon children, it was noted that the effects of the pandemic had been exacerbated in those children who were experiencing poverty during this time.

A Member made enquiries regarding the role of Children's Centres as part of the actions being taken in this area, with a suggestion that a report be submitted to a future Executive Board regarding such matters. Responding to the Member's enquiries, officers undertook to provide further information should this be required, whilst the Board received further detail on the continued work of Children's Centres across Leeds.

RESOLVED –

- (a) That the strategic framework in place to mitigate the impact of child poverty, together with the work being undertaken by the Council and other partners in the key areas of activity, as outlined 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 endorsed;
- (c) That it be noted that the responsible officer for such matters is the Deputy Director Children and Families.

COMMUNITIES

142 Leeds Response to the Ukrainian Crisis

The Director of Communities, Housing and Environment submitted a report which presented an overview and update on the current situation regarding the Ukrainian crisis, outlined the impact with regard to the city of Leeds and the Council and which provided details of the actions being taken to date across the city in response to the crisis.

In introducing the report, the Executive Member highlighted the key points within it, with details of the key actions being taken to welcome and support those Ukrainians who were arriving in the city being provided. The Board also

received information on the two separate settlement schemes in operation, and noted the details provided around the co-ordinated approach which continued to be taken both across the Council and with partner organisations across the city and the region, including the Leeds Branch of the Association of Ukrainians in Great Britain.

Further to this, the Board received a comprehensive update covering several areas, including:

- the latest numbers who had already arrived, or were scheduled to arrive in the city;
- details of the co-ordinated approach to ensure that appropriate safeguarding checks were being undertaken as part of the settlement schemes' matching process with sponsors, with checks on sponsors' accommodation also being undertaken;
- the range of support and information being provided to those entering the city and their sponsors, initially via the welcome point at Leeds Bradford Airport, but with the Reginald Centre being used as a base for such services;
- an update in respect of the number of visas which had been issued by the Home Office to date;
- the work of the cross-Council strategic partnership working group, and the role of the Council across the city, regionally and in liaison with Government;
- the progress being made by the Leeds Together for Ukraine Appeal.

The Board considered the national position with regard to entry requirements for Ukrainians into the UK, and in response to a Member's enquiry, the Board received further information regarding the arrangements in place to provide free transport for Ukrainians entering the UK to their point of destination.

Members welcomed the update provided, acknowledged the fluidity of the situation, emphasised the 'Team Leeds' approach that these actions embodied and thanked officers and partner organisations for the collaborative approach being taken to support those Ukrainians coming into Leeds and the region.

RESOLVED –

- (a) That the contents of the submitted update report, be noted; and that the approach being adopted within the Council's strategic, co-ordinated and inclusive approach towards migration for Leeds, be endorsed;
- (b) That it be noted that the Director of Communities, Housing and Environment is responsible for leading a collaborative, strategic citywide response;
- (c) That it be noted that the Chief Officer for Safer, Stronger Communities is responsible for leading the cross-Council approach towards providing strategic and operational direction for the city;

- (d) That the continued and evolving partnership response to the Ukrainian crisis, which will respond to further guidance and policy development, as it is received from Government, be supported.

ECONOMY, CULTURE AND EDUCATION

143 UK Shared Prosperity Fund

The Director of City Development submitted a report which provided an update on the UK Shared Prosperity Fund (UKSPF) based upon the pre-launch information issued by the Government in February 2022 alongside the Levelling Up White Paper. The report also presented contextual information relating to the European Structural and Investment Funds (ESIF) which the UKSPF was intended to replace, and set out the preparations which were now underway ahead of the formal launch of the UKSPF anticipated in late June / early July 2022.

Responding to Members' comments and enquiries, the Board received clarification on the overall levels of UK Shared Prosperity Funding which had been recently announced for West Yorkshire as a whole and for Leeds within that.

RESOLVED – That the contents of the submitted report, including the related processes regarding the UK Shared Prosperity Fund, as detailed, be noted.

DATE OF PUBLICATION: FRIDAY, 22ND APRIL 2022

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 29TH APRIL 2022

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