



## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

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Meeting to be held in Civic Hall, 1st Floor West, LS1 1UR on  
Wednesday 28 September 2022 at 10.30 am

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

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### 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 S Lay              | – Otley & Yeadon        |
| Cllr J Lennox           | – Crossgates & Whinmoor |
| Cllr M Shahzad          | – Moortown              |
| Cllr N Sharpe           | – Temple Newsam         |
| Cllr P Truswell (Chair) | – Middleton Park        |
| Cllr I Wilson           | – Weetwood              |

**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.

[220928 Scrutiny Board \(Infrastructure, Investment & Inclusive Growth\)](#)

# A G E N D A

| Item No | Ward/Equal Opportunities | Item Not Open |  | Page No |
|---------|--------------------------|---------------|--|---------|
| 1       |                          |               | <p><b>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</b></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><b>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</b></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><b>RESOLVED –</b> 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><b>LATE ITEMS</b></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 - 13 JULY 2022**

5 - 12

To approve as a correct record the minutes of the meeting held on 13 July 2022.

7

## **LEEDS PUBLIC TRANSPORT INVESTMENT PROGRAMME (LPTIP) CLOSURE REPORT**

13 - 26

To receive an update on the progress made on the Leeds Public Transport Investment Programme between April 2017 and July 2022.

8

## **FUTURE TALENT PLAN**

27 - 34

To receive an update on the recently launched Future Talent Plan.

9

## **WORK SCHEDULE**

35 - 66

To consider the Scrutiny Board's work schedule for the 2022/23 municipal year.

10

## **DATE AND TIME OF NEXT MEETING**

The next meeting of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) will take place on **Wednesday 2 November at 10.30am**. There will be a pre-meeting for all members of the Board at **10.15am**.

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# Public Document Pack Agenda Item 6

## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 13TH JULY, 2022

**PRESENT:** Councillor P Truswell in the Chair

Councillors P Alderson, N Buckley,  
M Foster, J Garvani, S Hamilton,  
A Hussain, W Kidger, M Shahzad,  
N Sharpe and I Wilson

### 14 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals against refusals of inspection of documents.

### 15 Exempt Information - Possible Exclusion of the Press and Public

There were no items excluded from the public domain.

### 16 Late Items

There were no late items.

### 17 Declarations of Interests

There are no declarations of interest.

### 18 Apologies for Absence and Notification of Substitutes

The following apologies were noted:

- Cllr Coupar, Executive Member (item 8)
- Eve Roodhouse, Chief Officer Culture & Economy (item 7)

### 19 Minutes - 15 June 2022

The minutes of the meeting held on 15 June 2022 were approved.

The Chair provided an update in relation to minute 9, noting that a remote working group would be arranged to enable the Scrutiny Board to consider the draft Delivery Partnership Plan ahead of the Executive Board meeting on 21 September. Potential dates will be circulated via the Principal Scrutiny Advisor.

### 20 Green Economy Policy Work Update

The following individuals were in attendance for this item:

|                     |                           |
|---------------------|---------------------------|
| Cllr Helen Hayden   | - Executive Member        |
| Cllr Jonathan Pryor | - Executive Member        |
| Fiona Bolam         | - Head of Economic Policy |

Fiona Bolam introduced the item, highlighting the importance of considering the transition to carbon neutrality in the context of the Council's ambition to deliver inclusive growth.

Fiona referenced the appendix to the report, which sets out initial analysis from the Centre for Progressive Policy about the risks and opportunities for Leeds of the transition to net zero. The Council will be commissioning a partner to carry out more detailed sector-based analysis. This will include exploring the support businesses need to transition to net zero, and the impact on the current and future workforce.

The Scrutiny Board was informed that this project aligns with regional work on the green economy, which is being led by WYCA and the final recommendations that emerge from the work will inform the refresh of the Inclusive Growth Strategy next year.

Fiona provided an overview of existing work to increase resilience to climate change and provided information about two regional schemes – Resource Efficient Business (REBiz) and Travel Plan Network. She also noted the success of Leeds City Council's Electric Vehicle Trials with local businesses.

The Board discussed some of the risks identified in the initial analysis from the Centre for Progressive Policy. This included levels of employment in high emitting industries and the concentration of these industries in areas with higher deprivation. Members raised concern about the potential for inequalities to increase if employees in these industries do not have the skills to access emerging jobs in the green economy.

Other matters discussed by the Scrutiny Board included:

- **Transport emissions:** The high level of road transport emissions in Leeds.
- **Political uncertainty:** Uncertainty about policy and funding commitments created by the current political context. It was noted that leading businesses have written to Conservative leadership candidates to urge them to commit to net zero targets.
- **The role of anchor institutions:** Cllr Buckley raised concern about the impact on climate resilience of areas of woodland being sold by Yorkshire Water. Cllr Hayden noted the role of Yorkshire Water as a flood risk management partner and agreed to provide further information for Cllr Buckley about the sales.
- **Electric Vehicle Trials:** the Board discussed learning opportunities including infrastructure requirements in areas of dense housing and the potential for EV chargers to be attached to lamp-posts in future.

The Board sought clarity about the reasons why some businesses decided not to buy or lease a vehicle after the trial.

- **Regional partners:** Reassurance was given that there is strong partnership working between both the Council and WYCA, and the results of the Leeds based exercise will be fed back to regional partners.
- **New Economic Opportunities:** The Scrutiny Board highlighted the implications for skills training/interventions as new sectors emerge and the importance of supporting emerging sectors in order to attract inward investment. The Chair requested more information about modelling from the Local Government Association that shows that Leeds will generate the highest estimated number of jobs in the low-carbon and renewable energy sector of all the English Core Cities.
- **Hydrogen compatible infrastructure:** Further information was requested about local and regional work to develop hydrogen compatible infrastructure.
- **Benchmarking & Sharing of Best Practice:** It was noted that Leeds is often at the forefront of rolling out new technology – e.g. the electric fleet was cited as an example. However, the organisation seeks to look to other cities and European partners to share best practice.
- **Timescales for the project:** The Board requested an update on the findings of the extended analysis once the work has been completed.

#### **RESOLVED::**

It was resolved that:

- That report be noted.
- Further information to be provided by the Head of Economic Policy about the basis for the Local Government Association's modelling of the number of jobs that may be generated in the low-carbon and renewable energy sector.
- To explore options, via the Principal Scrutiny Advisor, for more information to come to the Scrutiny Board about the development of hydrogen-related infrastructure in the city and wider region.
- A further update to be provided to the Board once final recommendations have been received from the Council's commissioned partner towards the end of 2022/early 2023.

#### **21 Digital Transformation Update**

The following individuals attended for this item:

- Cllr Helen Hayden (Executive Member)
- Stephen Blackburn (Innovation Lead)

The Chair introduced the item, noting that in previous years the Scrutiny Board has received an annual update about 'Smart Cities.' Those reports provided updates on technology-led projects and connectivity roll out (e.g. full fibre) and have previously been received alongside a report from the 100% Digital team. However, the Board has received separate reports due to ongoing changes in IDS.

Stephen Blackburn set out recent changes to the way in which IDS operates and confirmed that in line with recent restructuring the update to the Board will in future focus on broader digital updates, including strategy and innovation.

Stephen outlined the key elements of the report, introducing the new digital strategy which aims to transform how services are delivered and consumed. He also highlighted three digital priorities that have been identified as requiring immediate attention - Core Business Transformation, System Flow and Security Operations Centre.

Stephen underlined the links to the Best City Ambition, including the life stage approach within the Digital Strategy, and the aspiration that the service adopts a 'city' approach to digital rather than just an internally focused approach.

Members considered the detail of the new digital strategy and sought clarification about the timeline for implementation. The Board discussed progress with the Shared Care Record and requested clarification about which providers would be able to access patient health records.

It was noted that Digital Inclusion remains a significant area of focus and the involvement of neighbourhood networks was discussed. The Chair asked the Principal Scrutiny Advisor to circulate the most recent update from the 100% Digital team for the benefit of new board members.

Members considered the extent of the Council's influence over providers of broadband infrastructure. It was noted that the Council-led Full Fibre programme supports the delivery of this infrastructure by enabling the connection of around 1,400 council buildings, schools and healthcare buildings and will provide the backbone to deliver superfast broadband to around 90% of homes and businesses across the city.

Cllr Hayden committed to updating the Board on the outcome of a meeting with digital providers and WYCA about mapping the coverage of full fibre across the region.

The Board sought reassurance about the metrics that will be used to evaluate the successful delivery of the Council's digital ambitions. Stephen Blackburn committed to update members at a future.

Members considered how the Council currently manages, analyses and interprets data it collects. It was agreed that more efficient data analysis could assist with the planning and delivery of public services.

Clarification was sought about the proposal to establish a Digital Academy which will focus on improving the digital skills of council staff, and members discussed the importance of ensuring that young people understand the opportunities the digital sector can offer them.

Stephen confirmed that the Council would be pursuing a 'digital first' but not a digital only approach to transformation and traditional methods of interaction with the Council will remain accessible to citizens.

### **RESOLVED:**

The Scrutiny Board resolved that –

- The report be noted.
- The Scrutiny Board supports the approach being outlined in the digital strategy.
- The Scrutiny Board continues to provide oversight through an annual update in relation to digital infrastructure.
- The PSA circulates the most recent update from the 100% Digital Team
- Cllr Hayden will update members on discussions with broadband providers and WYCA on mapping regional coverage.

## **22 Inquiry Report: Prevention of Deaths & Serious Injuries on Leeds Roads**

The following individuals attended for this item:

- Cllr Helen Hayden (Executive Member)
- Gary Bartlett (Chief Officer, Transportation & Highways)

The Chair introduced the item. He reminded colleagues that a draft version of the inquiry report was provided to Executive Board in February 2022 to support the proposal to begin consulting on adopting a Vision Zero approach to road deaths in Leeds. He reiterated that the inquiry had concluded that road safety should be approached as a public health issue and the adoption of a Vision Zero approach should be warmly welcomed.

The predecessor Board had asked for further discussion of 3 issues (school crossing patrols, pedestrian crossing criteria and school streets), which were considered at a meeting in April 2022. Additional recommendations relating to these items were included in the final report being considered by the Board at this meeting.

Gary Bartlett welcomed the support from members for the draft Vision Zero strategy. He noted the scale of the ambition and the significant change from a traditional approach to road safety.

Gary noted that progress has already been made since some of the recommendations were drafted, including in relation to speed camera criteria. He reiterated that in Leeds partners want to be able more use of average speed camera in locations where it is judged they could have significant impact on driver behaviours.

Gary went on to underline the scale of the challenge and the need for all stakeholders, including the public, to work collectively to make any road deaths unacceptable.

Cllr Hayden urged colleagues to take part and share a Council consultation about establishing a vehicular nuisance public protection order across Leeds. It was agreed the link would be shared with Board members.

The Board discussed the advantages of average speed cameras but sought more clarification about whether the technology also addressed 'spot speeding'. Members were advised that update criteria would seek to reduce the minimum space between cameras to help address sudden increases in speed.

Members sought further information about potential locations for additional speed cameras, noting community concerns about traffic coming off the motorway at speed to avoid congestion in peak periods.

The potential to use average speed cameras as another tool to tackle speeding was welcomed. However, members also acknowledged the importance of education within communities to change driver behaviours.

The Scrutiny Board discussed the challenge of benchmarking performance given different local contexts and the impact of the pandemic on traffic volumes in recent years. The potential impact of a modern public mass transit system on road deaths was noted.

It was agreed that Gary would provide the Principal Scrutiny Advisor with more information about benchmarking to circulate to the Scrutiny Board.

It was agreed it is important for community committees to be engaged on this agenda so they can take proactive action to champion Vision Zero in their localities.

The Scrutiny Board debated the challenge of adapting to new pedestrian crossing technology and confirmed that officers are considering options to put additional educational material online.

It was noted that increasingly in the city centre and localities, the Council is trying to give more priority to pedestrians and cyclists than vehicles.

Cllr Hayden confirmed that crossing times will be extended across the city, in line with changes to the highway code which aim to prioritise pedestrians, followed by cyclists then vehicles. It was noted that there had been very little publication from the Department for Transport on changes to the Highway Code and it is anticipated that behaviour change will take some time.

#### **RESOLVED:**

The Scrutiny Board resolved that:

- The final report and the officer responses to recommendations be noted.
- An annual update on progress towards achieving Vision Zero should be received by the Scrutiny Board.
- The link to the draft consultation on establishing a vehicular nuisance public protection order to be shared via the Principal Scrutiny Advisor.
- Additional information about benchmarking to be provided to the PSA for circulation to the Scrutiny Board.

#### **23 Work Schedule**

Members noted the work schedule.

#### **24 Date and Time of Next Meeting**

The next public meeting of the Board will take place on 28 September at 10.30am. A pre-meet will take place for Board members at 10.15am.

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## Connecting Leeds – Public Transport Investment Programme – General Update

Date: 28<sup>th</sup> September 2022

Report of: Director of City Development

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

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief summary

This report outlines the progress made on the Connecting Leeds, Leeds Public Transport Investment Programme (LPTIP) since it started in April 2017 and includes an update on the full programme to its completion on site in July 2022. This report notes the most recent financial position of the Connecting Leeds programme delivered by Leeds City Council (LCC) on the work related to LPTIP and updates on the successes and national recognition that the programme has received for its innovative delivery model and collaboration.

### Recommendations

- a) Members of the Scrutiny Board (Infrastructure, Investment & Inclusive Growth) are requested to note and consider this Connecting Leeds Update report

### What is this report about?

- 1 This report provides an update on the progress made on the Connecting Leeds, LPTIP programme covering the period between the last Scrutiny Board update given on 23<sup>rd</sup> September 2020 to the present. A one-page update was given at Scrutiny Board on 19<sup>th</sup> January 2022 and this report also expands and updates on that document.

### What impact will this proposal have?

- 2 The aims and ambitions of the LPTIP package of public transport improvements have been informed by the Transport Conversation and the schemes have been selected to deliver the following aspirations:
- Support economic growth by unlocking transport constraints in key growth areas and across the city;
  - Align with the emerging Leeds Transport Strategy, West Yorkshire Transport and Bus Strategies, as well as the national/pan northern growth strategies including High Speed Rail and Northern Powerhouse Rail;
  - Improve health outcomes especially air quality by reducing transport emissions and making a significant contribution towards compliance with Department for Environment Food and Rural Affairs legal requirement of the city;
  - Complement the existing schemes being delivered through the West Yorkshire plus Transport Fund such as Leeds City Centre Package and the Corridor Improvement Programme;
  - Reflect the key messages from the Transport Conversation in terms of improving public transport operation and quality;
  - To leverage match funding from the private sector, both public transport providers and developments / businesses who will benefit from the public investment; and
  - Cognisance of and adaptability for the delivery of the longer term strategy.
- 3 The Programme aims to increase use of public transport in a manner which contributes to carbon reduction by encouraging modal shift away from the private car and supports inclusive growth by making it easier to access education, employment and public services. Also to create:
- A world-class connected city, that allows seamless end to end public transport journeys internationally, nationally, regionally and locally.
  - An ambitious city, that attracts and plans for inclusive growth.
  - A smart city that embraces innovative technology to efficiently use, manage and maintain the transport network.
  - A people-focused city, with well-connected neighbourhoods and a city centre that's easily accessible for everyone.
  - A healthy city, that allows more people to walk, cycle and be more active, with reduced traffic and emissions to create cleaner air.
- 4 These programme wide benefits are being reviewed in light of the impact of Covid-19 on modal shift towards walking and cycling and the impact on the use of public transport as a result of Covid-19 and will be reflected in the post project/programme monitoring being undertaken post scheme as set out in more detail in section 18 of this report.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

#### **5 Health and wellbeing**

- 6 As well as encouraging modal shift to the bus, improved cycling and walking interventions throughout the programme are aimed at supporting healthy, physically active lifestyles whilst encouraging the feeling of safety when using the transport infrastructure.

## 7 Inclusive Growth

8 The improvements made through the programme are aimed at Improving transport connections, safety, reliability, and affordability whilst making it easier for residents of Leeds and visitors to Leeds to move around a well-planned City easily. Tangible economic benefits associated with the individual projects within the programme were recorded within their business cases.

## 9 Zero Carbon

10 By improving bus journey times and reliability, and improving facilities for cyclists and walking, the LPTIP improvements are anticipated to encourage modal shift from private car to bus, cycling and walking. The total predicted greenhouse gas reduction from the bus priority, park and ride and gateway schemes is -14,994 tonnes of carbon dioxide equivalent. The anticipated reduction in car usage will also have a beneficial impact on air quality. Transport modelling undertaken in support of the Outline Business Case (OBC) supports that the schemes will take cars off the road and therefore have a positive effect on greenhouse gas emissions.

11 Included within the programme was a commitment from bus operators to invest in 284 ultra-low emission buses. The investment to date has delivered 189 of the 284 new buses (including 9 electric vehicles for service 5 in October 2020). 5 Electric vehicles have been purchased and are in service at Stourton P&R. Given the current and uncertain financial position in the bus sector, details of future bus deliveries of the remaining 90 are still to be finalised.

## What consultation and engagement has taken place?

Wards affected: All

Have ward members been consulted?       Yes       No

12

- An ambitious programme of communications was initially aimed at securing support for investment and attracting interest in the consultation exercises, moving into delivery of a top-class engagement process for those impacted by the construction.
- Digital tools and social media have been used and the team have employed high quality visualisations and animations which have been recognised by both Members and the Expert Panel as exemplary. As a result of Covid-19 and social distancing, changes were made to face-to-face planned consultations. The team made the best use of online and social media presence and postal communications under the new guidelines.
- The team have contributed to a very extensive programme of activity, maximising social value outcomes, providing local employment and training opportunities and supporting local charities. Over 5800 students have been reached at 63 education events. Engagement activities have seen the team working with primary and secondary schools; supporting careers fairs, curriculum development activities, mentoring programme and internship. More details of social value outputs are included in the Infographic in **Appendix 1**.
- Several other major infrastructure schemes were programmed to coincide with Connecting Leeds schemes such as Regent Street Flyover, District Heating and Armley

Gyratory. Close liaison with these delivery teams has enabled significant savings to budget and programme, reducing the disruptive impact of construction to the city, economy and the public. This has also enabled the delivery to limit the environmental impact of dust, pollution and noise.

- The unique delivery model and management of the programme was considered to be exemplar by the DfT, which chose to follow the programme model to create both the £2.45bn Transforming Cities Fund (TCF) and £4.2bn City Region Sustainable Transport Settlement (CRSTS) funding streams. We are now collaborating with other Local Authorities and Transport Authorities and have shared our learning/best practice with the Core Cities Group, Scottish Transport, Transport for Greater Manchester, The Chartered Institution of Highways and Transportation (CIHT) and the Institution of Civil Engineers to name a few.

## What are the resource implications?

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- The current actual spend for the Connecting Leeds programme is £194.8m. The future forecast spend is £7.7m for the remainder of the programme estimated at £202.5m as shown in the table set out in Table 1 below:

Table 1 - LPTIP actuals and expenditure forecasts for remainder of programme

CONNECTING LEEDS - LPTIP PROGRAMME Estimate 31/08/22

| Packages                     | 4 Years<br>2017/21<br>Total<br>£000s | Apr- Aug<br>2022/23<br>Actual<br>£000s | Sep -<br>March<br>2022/23<br>Est<br>£000s | 2022/23<br>Est<br>£000s | Total<br>2017 to<br>2023<br>£000s | %<br>Spend | Available<br>DFT/<br>Partner<br>Budget<br>£000s | Additional<br>External<br>Secured<br>Funding<br>£000s | Total<br>DFT,<br>Partner &<br>External<br>£000s | Over<br>prog<br>£000s |
|------------------------------|--------------------------------------|--|---|-------------------------|-----------------------------------|------------|---|---|---|-----------------------|
| <b>1 Bus Priority</b>        | 47669.0                              | 2278                                   | 3437                                      | 5714.8                  | 53383.8                           | 94%        | 50852   | 1504  | 52356   | 1028                  |
| <b>2 Park &amp; Ride</b>     | 45767.6                              | 142                                    | 1073                                      | 1214.9                  | 46982.5                           | 98%        | 40500   | 3555  | 44055   | 2928                  |
| <b>3 City Centre Gateway</b> | 50178                                | 904                                    | 1569                                      | 2473.4                  | 52651.4                           | 97%        | 42700   | 13636   | 56336   | -3685                 |
| <b>Bus Infrastructure</b>    | 143615                               | 3324.3                                 | 6078.8                                    | 9403.1                  | 153017.8                          | 96%        | 134052  | 18695   | 152746.8  | 271                   |
| <b>4 Rail</b>                | 19549                                | 0                                      | 0   | 0.0                     | 19549                             | 100%       | 19541.2   | 0   | 19541.2   | 8                     |
| <b>5 Bus Delivery</b>        | 21748                                | 969                                    | 1543                                      | 2512.1                  | 24259.9                           | 94%        | 24074.7   |   | 24074.7   | 185                   |
| <b>* 6 Management Costs</b>  | 5437                                 | 109                                    | 124                                       | 232.9                   | 5669.6                            | 98%        | 5557.6  |   | 5557.6  | 112                   |
|                              | 190348                               | 4402                                   | 7746                                      | 12148                   | 202496.2                          | 96%        | 183226  | 18695   | 201920.3  | 575.9                 |

- Initial funding for the programme included DfT grant of £173.5m together with the partner contributions of £8.7m and £1m from LCC & WYCA respectively. The team have also been successful in securing other external funding £18.7m as the programme of works have developed giving a total of £201.9m.
- Funding secured to date for the LCC element of delivery totals £167.2m, comprising contributions from the DfT £140.0m, LCC £10.7m, West Yorkshire + Transport Fund £9.5m, Getting Building Fund £0.4m, S106 Developer contributions £3.4m and European Grant funding £3.2m.
- A final update report will be going to Executive Board by the end of the calendar year, confirming progress and the latest financial position of the LPTIP programme.

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

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- All schemes were subject to regular risk review and reduction meetings. Over the course of the programme risks have materialised such as delays and additional costs for statutory undertakers, contaminated material over and above that identified through ground investigation surveys and adverse weather conditions.
- Throughout the pandemic the LPTIP team worked very closely together with the DfT to monitor both the financial and programme impacts of the national lockdown situation. The delivery teams were outstanding in ensuring that impacts were kept to a minimum while still maintaining government safety guidelines and having the wellbeing of both staff and public as a priority. In many instances the delivery partners were able to take advantage of quieter streets in order to accelerate delivery, though some early difficulties with supply chain and staffing numbers presented challenges.
- A number of risk review workshops and scenario planning meetings were held with the Delivery Partners to assess the impact of Covid-19 in terms of best case, worst case and likely case working out the likely preliminary costs and delays.
- There was also a risk logged on the Council's corporate risk register about 'Keeping the city moving' and Connecting Leeds LPTIP is a key way of mitigating and treating this risk. Connecting Leeds also contributes to the delivery of the long-term transport vision and strategy to facilitate the city's future aspirations as set out in the Transport Vision for Leeds as a 21<sup>st</sup> Century city.

## **What are the legal implications?**

15 There are no specific legal implications arising from this report for Executive Board to consider.

## **Options, timescales and measuring success**

### **What other options were considered?**

16 Various options were considered for each individual project in the programme and were considered within their individual Executive Board approvals.

### **How will success be measured?**

17 The Transport Conversation update and Leeds Public Transport Investment Programme Executive Board report presented on the 14<sup>th</sup> December 2016 set the following outcomes by which the success of the programme would be measured:

- Double bus patronage from 2016 levels in 10 years.
- Significantly improve air quality and reduce carbon emissions.
- Support economic growth and job creation
- Reduce congestion.
- Work towards all stations in Leeds being accessible

18 The success of these outcomes will be measured through post scheme monitoring and evaluation, accounting for the impact of Covid 19 on travel behaviours and traffic levels. Post

scheme monitoring will be carried out at years 1 and 5 and will be managed by the West Yorkshire Combined Authority. A number of key indicators and parameters which will be used to measure success are shown in **Appendix 2**.

19 The programme along with projects within, has been nominated for numerous awards and most recently won both the collaborative award and the overall CIHT award at their National Awards held on the 11 September 2022 in London. A virtual awards cabinet is included as **Appendix 3**.

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

20 The following section sets out the various programme packages and the progress made.

#### 21 Bus Infrastructure Package

#### 22 Bus Priority Corridors

23 The Corridor schemes to be fully delivered under the LPTIP Programme are set out in Table 2 below:

**Table 2**

| Scheme   | Outturn Cost | Current stage of delivery   | Completion date |
|--|--------------|---|-----------------|
| <b>A660 signals Otley Road</b><br>Improved Highway Works including bus priority and signal improvements  | £0.789M      | Complete  | June 2021       |
| <b>A65 signals Kirkstall Road</b><br>Signal equipment upgrades including installation of adaptive signal technology  | £1.437M      | Complete  | June 2021       |
| <b>A61 North Eastern Arm Harrogate Road corridor</b><br>Improved Highway works including bus priority, signal and junction improvements and segregated cycle provision | £3.92M       | <ul style="list-style-type: none"> <li>• Harewood Junction upgrade – Complete</li> <li>• Wigton Lane junction upgrade – Complete</li> <li>• Potternewton Lane Bus Priority scheme – In Construction, planned completion 28<sup>th</sup> October 2022</li> <li>• King Lane/Gledhow Valley Road junction improvements – Detailed Design ongoing. Planned construction start – January 2023</li> </ul> | March 2023      |
| <b>A647 Stanningley Road/Armley Road corridor</b><br>Improved Highway Works including bus priority, signal improvements and pedestrian and cycle enhancements          | £ 19.5M      | Complete  | July 2022       |
| <b>A61 South Wakefield Road/Hunslet Road corridor</b><br>Improved Highway Works including bus priority, signal improvements and pedestrian and cycle enhancements      | £21.98M      | Complete  | December 2021   |
| <b>A660 Holt Lane</b><br>Improved Highway Works including introduction of new signals and pedestrian crossing facilities to benefit bus journey reliability.           | £1.63M       | Complete  | June 2020       |

## 24 Park and Rides

25 The Park and Ride schemes fully delivered under the LPTIP Programme are set out in Table 3 below:

**Table 3**

| <b>Scheme</b>   | <b>Outturn Cost</b> | <b>Current stage of development</b>  | <b>Completion date</b> |
|---|---------------------|--|------------------------|
| <b>Stourton park and ride</b><br>New 1200 space site including terminus building, solar powered canopies to power the site and extensive highway works and landscaping. | £38.6M              | Complete   | September 2021         |
| <b>Elland Road park and ride expansion</b><br>570 space expansion taking capacity to 1358 spaces  | £7.04M              | Complete   | June 2020              |
| <b>Temple Green park &amp; ride expansion</b><br>388 space expansion taking capacity to 1388 spaces   | £7.83M              | Complete – Scheme was developed to completion of preliminary design through the LPTIP programme. Detailed design and construction funded through the Getting Building Fund. Costs not included within resource section of this report. | March 2022             |

## 26 City Centre Gateways

27 The Gateway schemes fully delivered under the LPTIP Programme are set out in Table 4 below:

**Table 4**

| <b>Scheme</b>  | <b>Outturn Cost</b> | <b>Current stage of development</b>  | <b>Completion date</b> |
|--|---------------------|--|------------------------|
| <b>Infirmiry Street / Park Row Gateway</b><br>Public realm enhancements, bus, cycle and pedestrian infrastructure improvements | £9.08M              | Complete – Scheme delivered through LPTIP programme and funded via West Yorkshire Transport Fund. Costs not included within resource section of this report. | June 2021.             |
| <b>Corn Exchange Gateway</b><br>Public realm enhancements, bus, cycle and pedestrian infrastructure improvements               | £27.6M              | Complete   | April 2022.            |
| <b>Headrow Gateway</b><br>Public realm enhancements, bus, cycle and pedestrian infrastructure improvements                     | £24.35M             | Complete   | June 2021.             |

## 28 Further development schemes

29 As a result of the short timescales placed on the delivery of LPTIP, the early development of the programme provided a layer of over-programming to ensure that all of the DfT funds would be committed on appropriate schemes and within the March 2021 funding window. This resulted in

a number of schemes identified within the overall future strategy being worked up to, or beyond OBC, which did not proceed to delivery within LPTIP. There were also a number of strategic priority schemes for Leeds City Council and the Combined Authority that did not or do not currently have confirmed funds available. These schemes form a prepared “pipeline” of schemes ready for final development and delivery and ready for bids for additional funding opportunities as they arise.

- 30 A level of ‘development’ preparatory scheme expenditure was factored into the LPTIP programme, and it is the intention that those schemes continue to be delivered by alternative funding sources. The costs are therefore to be considered as a pre-planned investment to aid early delivery of future programmes and will benefit both Leeds City Council and the Combined Authority as a result.
- 31 Table 5 below describes the extent of developed schemes ready for the next steps of development and bids for additional funding. This list includes schemes which potentially fall within the scope of the West Yorkshire Transport Fund programmes, principally Tranche 2 of the West Yorkshire Corridor Improvement Programme and the CRSTS fund. There has also been some movement of schemes between LPTIP and WY+TF and this is still being reconciled. This list is therefore still being worked on and is not definitive.

**Table 5**

| <b>Scheme</b>   | <b>Estimated baseline cost</b> | <b>Potential funding source</b> | <b>Current stage</b>        | <b>Comment</b>  |
|---|--------------------------------|---------------------------------|-----------------------------|---|
| <b>Bus Infrastructure package</b>                       |                                |                                 |                             |   |
| Alwoodley park and ride                                 | £14.026m                       | Levelling Up Fund               | OBC                         | Planning underway. Original scheme was under LPTIP and includes public consultation. Project included in latest round of bidding for Levelling Up Fund. |
| A58 Beckett Street                                      | £13.956m                       | CRSTS                           | Preliminary Design complete | Within CRSTS Submission   |
| A660 Headingley Hill                                    | £4m                            | TBC                             | Preliminary Design          | Developed to preliminary design. Unfunded pipeline scheme   |
| A660 Lawnswood Roundabout                               | £8.5m                          | CRSTS                           | OBC in development          | Delivery funding expected through CRSTS   |
| A660 Hyde park & Woodhouse Moor                         | £5m                            | TBC                             | Preliminary design          | Developed to feasibility design. Unfunded pipeline scheme   |
| A660 City Gateway & University section (Woodhouse Lane) | £19m                           | TBC                             | Feasibility design          | Further development to OBC. Unfunded pipeline scheme  |
| A61(N) Scott Hall Road                                  | £8.945m                        | CRSTS                           | OBC Approved                | Full Business Case (FBC) in development   |
| A58 North St/ Roundhay Road                             | £2m                            | TBC                             | Feasibility only            | Further development to OBC. Unfunded pipeline scheme.   |
| A58 Roundhay Rd/Easterly Road                           | £9.23m                         | CIP2                            | OBC Approved                | FBC in development  |
| A61(N) Stonegate Rd, King Lane                          | £14m                           | TBC                             | OBC                         | Unfunded pipeline scheme has interface with A6120 strategy.   |
| <b>Rail package</b>                                     |                                |                                 |                             |   |
| White Rose rail station                                 | £22m                           | Part funded by TCF and          | Delivery                    | Funding provided through TCF and NSF. Project now in delivery   |

|  |                         | New Stations Fund (NSF)                        |                 |   |
|--|-------------------------|--|-----------------|---|
| Thorpe Park rail station               | £27m (not including OB) | West Yorkshire +Transport Fund (WY+TF) and NSF | Grip 3 / FBC    | WY+TF match for development costs. NSF funding of £7m awarded and OBC approved.   |
| Leeds Bradford Airport Parkway Station | £56m                    | WY+TF  | Grip 3 / OBC    | Scheme progressing through WY=TF, with a bid in LUF also  |
| RAP Crossgates                         |                         | TBC  | OBC             | Paused pending FBC stage. WYCA scheme.  |
| RAP Horsforth                          |                         | TBC  | OBC             | As above  |
| RAP Morley                             |                         |  |                 | Expected to be delivered by Network Rail in conjunction with TRU.   |
| New Pudsey P&R                         | £12m                    | WY+TF  | OBC             | Early development complete within the LPTIP.  |
| <b>Bus delivery package</b>            |                         |  |                 |   |
| Otley bus links                        | TBC                     | TBC  | Pre-feasibility | A study of bus movements was undertaken through LPTIP but no further funding has been identified to provide the suggested improvements. |

### 32 Rail Delivery Package

33 A number of schemes within the LPTIP programme were funded to OBC stage and initial design stage as part of this funding and not through to full delivery, including most of the schemes in the Rail package. The programme is completing development up to outline business case Governance for Railway Investment Projects (GRIP) stage 3, three new rail stations across the city at proposed sites serving Leeds Bradford Airport, Thorpe Park and White Rose with accessibility improvements at a further three stations: Cross Gates, Morley and Horsforth. The current status of this package is set out in **Appendix 4**.

### 34 Bus Delivery Package

35 The current status of this package is set out in **Appendix 4**.

## Appendices

- Appendix 1 – LPTIP Social value Infographic
- Appendix 2 – LPTIP Monitoring and Evaluation Matrix
- Appendix 3 – LPTIP Virtual Awards Cabinet
- Appendix 4 – Rail and Bus Delivery schemes

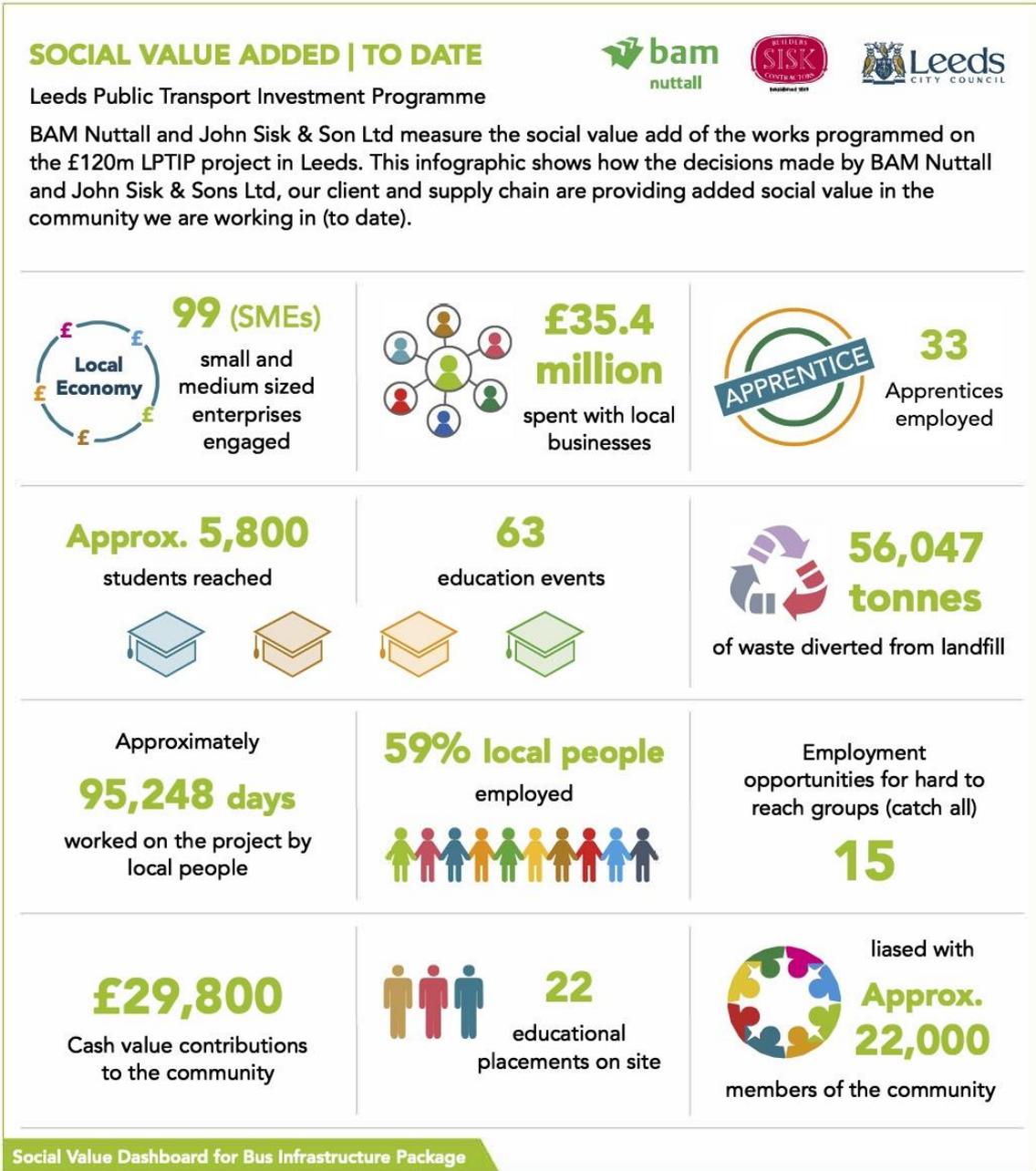
## Background papers

- None

# Appendix 1-LPTIP Social Value Infographic

## Social values delivery

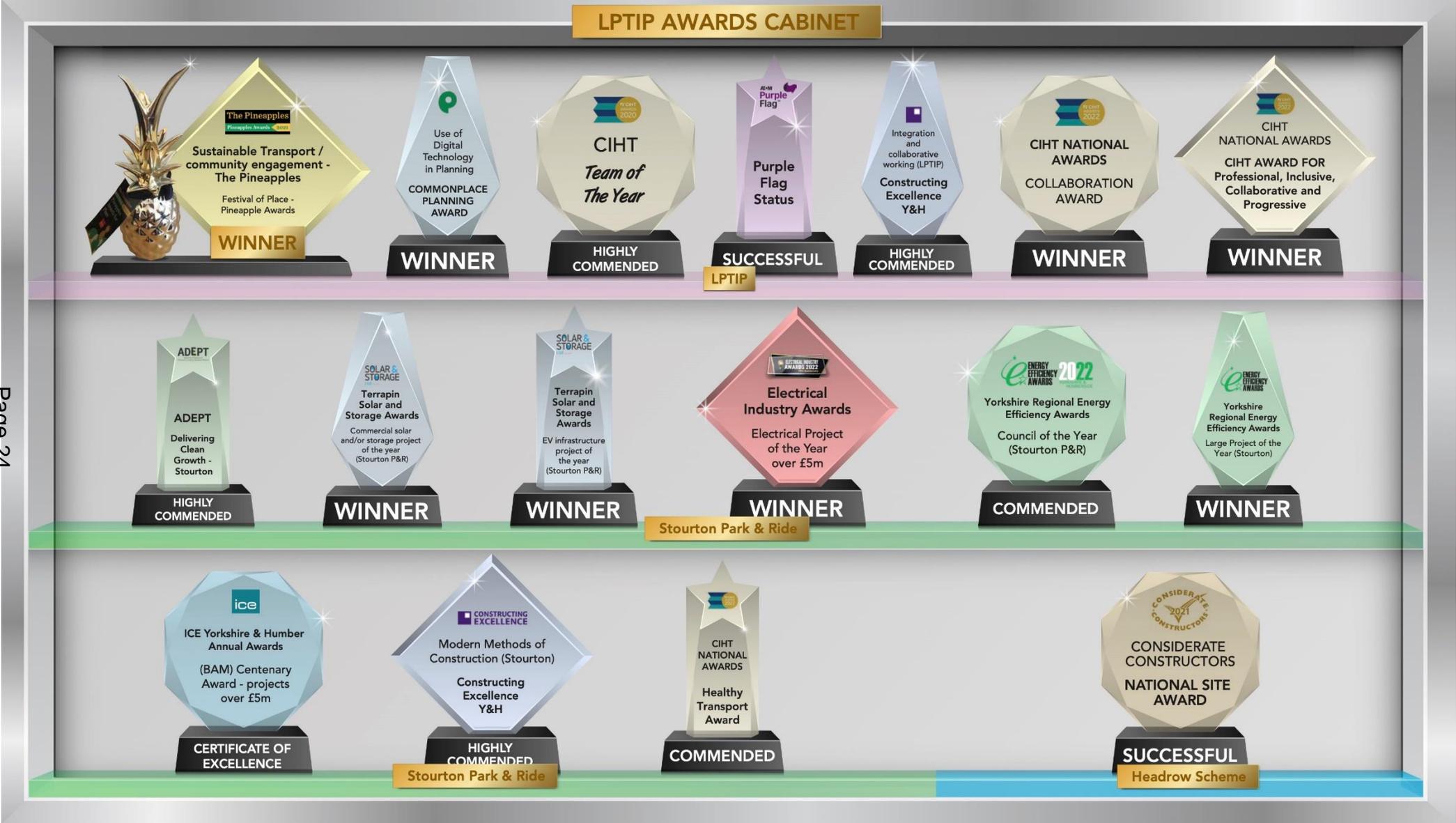
Dashboard dated March 2022



## Appendix 2 – LPTIP Monitoring and Evaluation Matrix

| Measure   | LPTIP Objective  | CA | Bus Infrastructure Package |      |                  |         |             |          |            | Rail Package |     |                    |                  |                  |                   |               | Bus Delivery Package |                  |               |              |              |                |                  |   |   |
|---|--|----|----------------------------|------|------------------|---------|-------------|----------|------------|--------------|-----|--------------------|------------------|------------------|-------------------|---------------|----------------------|------------------|---------------|--------------|--------------|----------------|------------------|---|---|
|   |  |    | Corridor                   |      |                  | Gateway | P&R         |          |            | Rail         |     |                    |                  |                  |                   |               | Bus Delivery         |                  |               |              |              |                |                  |   |   |
|   |  |    | A61S                       | A647 | Headingley Hills | Headrow | Elland Road | Stourton | New Pudsey | Thorpe Park  | LBA | Leeds Rail Station | Leeds Rail - New | Leeds Rail - Pri | White Rose (Mins) | Accessibility | Transport Hubs #     | Transport Hubs # | East Leeds DR | Real Time #1 | Real Time #2 | Network Naviga | Leeds Bus Statio |   |   |
| Access to frequent bus network                          | Turn up and go high frequency bus network, enhanced early evening frequency<br>Review connectivity, community led transport projects   | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Active mode count                                       | Review connectivity, community led transport projects  |    | ✓                          | ✓    |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Air quality (needs traffic data and speeds for toolkit) |  | ✓  | ✓                          | ✓    | ✓                | ✓       | ✓           | ✓        | ✓          | ✓            |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus fleet profile                                       | City centre buses to meet ultra-low emissions standards<br>284 new buses   | ✓  | ✓                          | ✓    |                  |         | ✓           | ✓        |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus journey times and variance                          | Reduce journey times and improve reliability   | ✓  | ✓                          | ✓    | ✓                | ✓       | ✓           | ✓        | ✓          |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus passenger experience (bus driver)                   |  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus passenger experience (overall)                      | Turn up and go high frequency bus network, enhanced early evening frequency<br>284 new buses<br>Affordable, simpler fare structure<br>Information via mobile devices<br>Reduce journey times and improve reliability<br>Real time information displays | ✓  | ✓                          |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus patronage   | Turn up and go high frequency bus network, enhanced early evening frequency<br>284 new buses<br>Affordable, simpler fare structure<br>Information via mobile devices<br>Reduce journey times and improve reliability<br>Real time information displays | ✓  | ✓                          | ✓    | ✓                | ✓       | ✓           | ✓        | ✓          | ✓            |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Bus reliability (mileage run vs scheduled)              | Reduce journey times and improve reliability   | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Car km removed (estimated)                              |  |    | ✓                          | ✓    |                  |         | ✓           | ✓        | ✓          | ✓            |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Casualties by type                                      |  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Casualties/km   |  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Community transport satisfaction                        | Review connectivity, community led transport projects  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| General traffic journey times                           | Review connectivity, community led transport projects  | ✓  | ✓                          | ✓    | ✓                |         | ✓           | ✓        |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Jobs, employment and training (accessibility via TRACC) | Turn up and go high frequency bus network, enhanced early evening frequency<br>Review connectivity, community led transport projects   | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Modal share   | Turn up and go high frequency bus network, enhanced early evening frequency<br>Affordable, simpler fare structure<br>Reduce journey times and improve reliability  | ✓  | ✓                          |      |                  |         |             |          |            | ✓            | ✓   |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Number of RTI screens at bus stops                      | Real time information displays   | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                | ✓                | ✓ |   |
| Park and ride frequency of use                          | New park and rides to the north and south, expansion at Elland Road<br>Reduce journey times and improve reliability  |    |                            |      |                  |         |             |          |            | ✓            | ✓   |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Park and ride occupancy                                 | New park and rides to the north and south, expansion at Elland Road<br>Reduce journey times and improve reliability  | ✓  | ✓                          |      |                  |         |             |          |            | ✓            | ✓   |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Park and ride user satisfaction                         | New park and rides to the north and south, expansion at Elland Road<br>Reduce journey times and improve reliability  |    |                            |      |                  |         |             |          |            | ✓            | ✓   |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Pedestrian experience                                   | Review connectivity, community led transport projects  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Rail patronage  | Review connectivity, community led transport projects  | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Traffic Counts (covers WSP ATC and MCC)                 | Review connectivity, community led transport projects  |    | ✓                          | ✓    | ✓                |         |             | ✓        | ✓          | ✓            | ✓   | ✓                  |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Gateway Surveys   | Turn up and go high frequency bus network, enhanced early evening frequency<br>284 new buses<br>Affordable, simpler fare structure<br>Information via mobile devices<br>Reduce journey times and improve reliability<br>Real time information displays | ✓  |                            |      |                  |         |             |          | ✓          | ✓            |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  |   |   |
| Corridor Surveys  | Turn up and go high frequency bus network, enhanced early evening frequency<br>284 new buses<br>Affordable, simpler fare structure<br>Information via mobile devices<br>Reduce journey times and improve reliability<br>Real time information displays | ✓  | ✓                          | ✓    | ✓                | ✓       | ✓           | ✓        |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                | ✓                | ✓ | ✓ |
| Bus Station and Hubs Surveys                            | Turn up and go high frequency bus network, enhanced early evening frequency<br>284 new buses<br>Affordable, simpler fare structure<br>Information via mobile devices<br>Reduce journey times and improve reliability<br>Real time information displays | ✓  |                            |      |                  |         |             |          |            |              |     |                    |                  |                  |                   |               |                      |                  |               |              |              |                |                  | ✓ |   |

Appendix 3 – LPTIP Virtual Awards Cabinet



| <b>Appendix 4: LPTIP Rail and Bus Delivery progress</b> |   |
|---|---|
| <b>Rail</b>   | <b>Progress</b>   |
| <b>Rail Accessibility</b>                               | <ul style="list-style-type: none"> <li>The scheme has been developed up to decision point 3, the OBC was approved by the Combined Authority 8th July 2020. The project is currently paused and will not progress within LPTIP beyond OBC as the programme outlined went beyond the March 2021 deadline of LPTIP. The development work done to date will be ready to progress when future funding is identified.</li> </ul>  |
| <b>New Pudsey parking improvements</b>                  | <ul style="list-style-type: none"> <li>The expansion of rail car park facilities at New Pudsey received development funding only from the LPTIP fund and will be delivered through the West Yorkshire plus Transport Fund. The project was originally funded through to OBC but project delays have meant that this will now be submitted beyond the funding deadline for LPTIP. Development work done to date will provide the foundation for the project, and the work to complete the OBC has been undertaken. Some of the development funding has therefore been brought back into the wider LPTIP programme to help progress other projects.</li> </ul>  |
| <b>Leeds Rail Station Enhancements</b>                  | <ul style="list-style-type: none"> <li>In April 2018, CA's Programme Appraisal Team (PAT) approved a request from the Leeds Integrated Station Programme Team for £5m in funding through the LPTIP.</li> <li>LPTIP funding has enabled the partnership to undertake important work in support of the development of the SOBC, and also crucially interim work while the SOBC is considered by DfT. Examples include the commissioning of structural and asset condition surveys, and constructability assessment and design development which will inform the development of the Outline Business Case. This is considered essential in maintaining the programme given the station is forecast to reach capacity in 2026.</li> </ul>   |
| <b>White Rose Station</b>                               | <ul style="list-style-type: none"> <li>This project was developed up to FBC through £5m funding from LPTIP. The OBC was approved by the Combined Authority on 9th January 2020. The FBC was submitted to the Combined Authority for approval on 1st November 2020. Approval of the FBC was granted through the West Yorkshire and York Investment Committee on 3rd February 2021.</li> <li>The remaining development and delivery works for the project are being delivered through the Transforming Cities Fund, with construction underway. £5m of funding has also been supplied through the New Stations Fund.</li> <li>The Combined Authority and Leeds City Council are working with the owner of the White Rose Office Park, Munroe K, for the delivery of the station. A Memorandum of Understanding has been signed regarding this between the key delivery partners.</li> </ul>   |
| <b>Thorpe Park station</b>                              | <ul style="list-style-type: none"> <li>This scheme has been developed through to OBC with funding from LPTIP, with further development and deliver to be funded through the West Yorkshire plus Transport Fund. The OBC for this project was approved by the CA's Investment Committee on the 3rd of February 2021. The project will deliver a station with two platforms, a footbridge, station building, lift access, cycle lane and cycle storage, bus drop off points, and a car park.</li> </ul>   |
| <b>LBA Parkway</b>                                      | <ul style="list-style-type: none"> <li>Design and OBC completed. Scheme delivery does require the acquisition of third-party land. In April 2021, the Combined Authority acquired a large land holding through negotiations with the landowners in order to deliver the project; this included residual land. The Combined Authority will look to acquire the two other, smaller land holdings in a similar way.</li> </ul>   |
| <b>Bus Delivery</b>                                     |   |
| <b>Transport Hubs and connecting communities</b>        | <ul style="list-style-type: none"> <li>Projects were delivered at the following locations, Middleton, Pudsey, Bramley, Harehills and Lincoln Green.</li> <li>Key activities for delivery across the transport hub schemes include improving pedestrian access to the hubs and bus services through footway widening and kerb works, improving pedestrian connectivity and wayfinding between bus stops and local facilities, enhancing the waiting environment and facilities including real time information and totem signage, and reconfiguration of bus shelters.</li> <li>Deliverables for the public transport access schemes include conversion of footways to shared foot/cycle ways, kerb works (widening / dropping) to facilitate cycles, enhanced cycleway signage and pedestrian wayfinding, upgrades to existing crossing facilities, reconfiguration of laybys, and road resurfacing works.</li> <li>The works were carried out by LCC's Highways and Transportation service and were completed in July 2022.</li> </ul> |

|                                       |   |
|---------------------------------------|---|
| <b>Real time Information</b>          | <ul style="list-style-type: none"> <li>• This scheme involves the installation of new Real Time Information screens at stops, shelters and gateways throughout Leeds.</li> <li>• Phase 1 - Completed in September 2019 and consisted of the installation of 490 real time information screens at shelters that had an existing power supply but no real time provision</li> <li>• Phase 2 – Completed March 2022 and consisted of the delivery of 500 pole mounted screens at identified bus stops</li> </ul>   |
| <b>Leeds Bus Station Enhancements</b> | <ul style="list-style-type: none"> <li>• This scheme has delivered a series of customer facing improvements, to enhance the customer experience at Leeds Bus Station and ensure it offers an inclusive experience for all passengers.</li> <li>• This included enhancing signage and wayfinding, improved retail offer, a new Travel Centre, improved integration with the surrounding area and additional features including solar panels</li> <li>• Construction commenced April 2021 and completed in September 2022 with some minor snagging works ongoing.</li> </ul>  |
| <b>Network Navigation</b>             | <ul style="list-style-type: none"> <li>• This scheme provided a package of user friendly, highly visible materials to help customers identify and navigate the bus network in Leeds. It improved transport accessibility and user experience by providing a user-friendly and accessible network map, linked to new colour coded bus stop flags and shelters</li> <li>• This scheme completed in March 2022, and has informed a West Yorkshire-wide rollout of these measures across the core bus network</li> </ul>  |
| <b>Low Emissions</b>                  | <ul style="list-style-type: none"> <li>• This project provided 5 electric double deck buses to be used on the route for the Stourton Park &amp; Ride site. The addition of these ultra-low emission double deck buses enhances the 'low energy' Stourton Park &amp; Ride site in South Leeds. The buses achieve a minimum of 30% reduction in 'well-to-wheel' carbon dioxide emissions compared with the Euro VI standard, with the potential for greater efficiency by using 1MW of solar energy produced on-site at the Park &amp; Ride.</li> <li>• The buses were purchased and delivered to site to align with the opening of the park and ride in September 21.</li> </ul>   |
| <b>Demand responsive travel</b>       | <ul style="list-style-type: none"> <li>• This project provided funding for seven low emission vehicles for a new East Leeds FlexiBus trial scheme</li> <li>• This trial saw the introduction of an agile and dynamic public transport service accessed through a smart phone app, which uses routing algorithms to match vehicles with capacity to users.</li> <li>• Service commencement for the East Leeds Flexi bus was October 2021</li> </ul>  |
| <b>Digital Hub</b>                    | <ul style="list-style-type: none"> <li>• Project to create a booking system to utilise spare capacity within the passenger transport fleet for a number of service providers.</li> <li>• The project progressed to OBC but due to increasing project risks the pilot was closed and funding allocated to the scheme has now been redistributed back into the wider programme. The learning and research gathered to date may inform future related schemes or pilots, should alternative investment opportunities become available.</li> </ul>  |
| <b>Provision Of New Buses</b>         | <ul style="list-style-type: none"> <li>• First has delivered 189 of the 284 new buses (including 9 electric vehicles for service 5 in October 2020). 5 Electric vehicles have been purchased and are in service at Stourton P&amp;R. Given the current and uncertain financial position in the bus sector, details of future bus deliveries of the remaining 90 are still to be finalised</li> </ul>  |
| <b>Bus Operator Partnership</b>       | <ul style="list-style-type: none"> <li>• The West Yorkshire Bus Alliance was established in 2019</li> <li>• The Alliance has delivered a number of successful initiatives including a young person's ticketing offer, ticketing agreements during adverse conditions such as bad weather or serious road incidents, retrofit almost 400 buses to Euro VI and coordinated service presentation on the Core Bus Network. The Alliance has also proved valuable to enable service coordination and management of communication throughout the pandemic.</li> <li>• COVID-19 has had significant implications on the delivery and financial stability of the of local bus services. At present this is mitigated by emergency funding. The Department for Transport has indicated that when this ends there will be a funding recovery package paid direct to Local Transport Authorities to manage the local recovery of the bus network. To strengthen our partnership with the operators it was approved at the Combined Authority Transport Committee in November 2020 that the Combined Authority will work alongside the bus operators of West Yorkshire to develop an Enhanced Partnership.</li> </ul> |

## Future Talent Plan Update

Date: 28<sup>th</sup> September 2022

Report of: The Director of City Development

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

Will the decision be open for call in?  Yes  No

Does the report contain confidential or exempt information?  Yes  No

### Brief Summary

- In March 2022, Executive Board [approved](#) the Future Talent Plan and delivery approach.
- The Future Talent Plan has been developed as a set of web pages as part of the new Inclusive Growth Leeds Website. It was launched on Thursday 8<sup>th</sup> September 2022 and can be found at [www.futuretalentleeds.com](http://www.futuretalentleeds.com). It can be accessed directly or through the front page of the Inclusive Growth Leeds Site ([www.inclusivegrowthleeds.com](http://www.inclusivegrowthleeds.com)).
- The vision we set out is ‘for a globally competitive city where we work together to enable the right opportunities for people and businesses to thrive in a rapidly changing labour market, and ensure that nobody is left behind’. The Future Talent Plan sets out ambitions to improve talent and skills in Leeds and seeks to bring together businesses, education and skills providers and organisations to deliver these ambitions.
- The plan has been developed as a result of regular consultation with a cross-sectoral steering group, as well as a public consultation in Autumn/Winter 2021. This involved the hosting of two online conversations and the attendance at and facilitation of a number of meetings and events. Now that the plan has launched, the steering group is being re-configured as a delivery group to meet on a bi-annual basis to review the city’s progress in achieving the ambitions.
- Significant progress in delivering the Future Talent Plan has already been achieved. This includes the Leeds Digital Careers Festival which has taken place this month to attract a diverse range of people to digital opportunities in Leeds, as well as a Creative Skills Festival planned in November to showcase the creative and cultural offer in the city and beyond. This report sets out an overview of this progress and highlights examples of actions we are taking forward.

### Recommendations

- a) Members are asked to note the launch of the Future Talent Plan and ongoing and upcoming activity and agree any appropriate Scrutiny Board actions that may arise from this report.

### What is this report about?

- 1 The Future Talent Plan is our new Skills and Talent plan. Our previous plan had not been refreshed since 2017. Our plan aims to help the city respond to a rapidly changing labour market. It particularly addresses the impact of Covid-19 across the economy, and how this has been intertwined with the challenges caused by the UK's exit from the EU and other global and national challenges. The plan also addresses the employment and skills demands from the transition to Net Zero, as well as new responsibilities and policies arising from West Yorkshire Devolution and a changing national skills and training policy landscape.
- 2 Although the number of UK job vacancies has decreased in June to August 2022 from the previous quarter, there were still 1,266,000 vacancies in that period. Since a peak of 11,300 online job postings in West Yorkshire in mid-March (4-week average), postings have been lower. Leeds, the largest source of vacancies, remains well below levels seen earlier in 2022. However, figures remain high in historic terms, with 10,700 online postings recorded for West Yorkshire in the week ending 6<sup>th</sup> August 2022. This implies that companies are not able to fill the available roles with talent, signalling that interventions supporting people to reskill and upskill are needed.
- 3 There has been a decrease in the employment rate and increasing levels of economic inactivity in May to July 2022 compared to the previous quarter, with the economic inactivity rate increasing by 0.4 percentage points to 21.7%. The rise in economic inactivity has largely been driven by numbers of students and people who are long-term sick. The Institute for Employment Studies has commented that the number of people out of work due to long-term ill health is now rising faster than at any point in at least three decades. These figures suggest that action is required to help and support people who are out of work.
- 4 This tightening of the labour market has not led to an increase in wages, with national and regional figures pointing to pay having fallen over the year once adjusted for inflation. Additionally, the Institute for Employment Studies has suggested that the reducing number of vacancies could be potential early signs that labour demand is starting to weaken in the private sector with the combined effects of rising interest rates and higher inflation impacting businesses. We will work with our business support colleagues to monitor this situation to understand how this is impacting in Leeds. Public sector vacancies continue to rise, likely due to difficulties in recruiting and retaining staff. The current economic landscape is volatile and challenging, and the Future Talent Plan has been created to co-ordinate a collective response and strengthen the assets available in the city to maximise employment and skills opportunities.
- 5 The Future Talent Plan has been developed as a website in order to create a virtual 'space' to facilitate the coming together of businesses, education and skills providers and organisations around a set of ambitions to improve talent and skills in Leeds. It encourages organisations to pledge actions to deliver these ambitions, with a 'Make a Pledge' form included on the website. These actions along with council actions are published on the site, with the website providing the means for showcasing activity across the city as well as enhancing our presence amongst partners. The website also enables officers to update information quickly so we can respond to volatility in the labour market. The Future Talent site sits as part of the wider Inclusive Growth Leeds website that has recently been developed, thus allowing people to understand the link across to Inclusive Growth.

### **What impact will this proposal have?**

- 6 By maintaining a strong focus on delivery, through encouraging and publicising city actions, the Future Talent Plan seeks to inspire and co-ordinate talent and skills activity in Leeds over the next 3-5 years.

7 A series of actions are ongoing and planned, including:

#### Partner action examples

- Leeds City College are a key partner in the city and have pledged to continue their strategic alignment with the Leeds Inclusive Growth Strategy and Future Talent Plan. They will continue to work closely with employers and wider partners to help address future skills needs, adapting their curriculum to the labour market needs and making a wide range of courses available and accessible to students, including their new T Levels courses, an alternative to A Levels which are focused on developing the practical skills employers look for, as well as apprenticeships and higher technical qualifications. The College is also a key partner in the P-TECH programme which offers students the opportunity to develop skills and competencies for Science, Technology, Engineering and Maths (STEM) careers, and work closely with the council to ensure that those that face the most barriers and are hardest to reach get the support and opportunities they need to thrive.
- Leeds Trinity University as a career-led Higher Education provider that embeds industry placements and projects for all students at every level is an important partner in this work. They have committed to a number of actions, including providing space for local employers to recruit and engage with students, as well as showcasing the university's talent in order to make it straightforward for organisations to access the talent and work proactively to support the skills agenda in Leeds.
- The Connecting Communities to Health and Care Careers partnership has worked to scale up and embed learning from the Lincoln Green employment pilot, working with communities across the city. An example of this work: Between February to July 2022 there was a focus on the Killingbeck and Seacroft and Burmantofts and Richmond Hill wards to improve access to long term career opportunities, work experience, volunteering, education and training in the sector. Numerous local engagement events took place during this period from the mobile bus, direct marketing and awareness raising through local third sector organisations and events. To date 63 people have been offered employment and 47 have completed qualifications.
- The Healthier Working Futures project that was funded through the UK Community Renewal Fund with the Leeds Health and Care Academy as the lead partner. It focused on unemployed or economically inactive young adults (aged 16-25) to raise awareness of the health and care pathway through engagement programmes and taster days delivered by third sector organisations. This was a 6-month project that concluded at the end of June 2022 the project has engaged 917 young people, of which 35 completed education and training, 120 were supported with job hunting, and 10 were supported into employment.
- The council has received funding from the Health Foundation to build connections between the Inclusive Anchors Network and communities in the city facing greatest health inequality, through economic means including skills development and creating new pathways to employment. This project offers an opportunity to build upon learning from the health and care sector and apply it to a broader range of places and Anchor organisations.
- Ahead Partnership have signed up to the Future Talent Plan and have pledged to continue working with and connecting private and public sector partners to support young people to achieve their aspirations, strengthen the talent pipeline whilst improving diversity, inclusion and social mobility, and help businesses design and deliver programmes to tackle skills deficits. The Partnership have also highlighted their employer-led Growing Talent Morley programme to address skills gaps in the town, as well as their Growing Talent Digital Leeds

annual programme of activities to drive the engagement of young people in digital careers. The programme is targeted towards schools with the highest populations of students eligible for free school meals and all of the schools in the city who have more than a 50% BAME population. In 2021/22, the programme supported 12,011 young people, with 3,811 young people taking part in live events. 72% of young people said they were interested in a career in digital or tech after taking part.

- The West Yorkshire Green Jobs Taskforce is undertaking a range of actions to co-ordinate and progress the Taskforce's work, including creating 1,000 well-paid, skilled jobs for young people, focusing on equality and sustainability, and ensuring that skills in green areas are clearly defined and targeted.
- Women Friendly Leeds have highlighted their employability campaign which centres around a Women Friendly Recruiter's Checklist for employers. This is in response to women feeling concerned about employability regarding the pandemic and the future. The campaign will support hiring practices which are more women friendly. Once an employer makes a pledge to be a Women Friendly Recruiter, they will receive a checklist, logos and other resources. The checklist includes points such as flexible working practices and positively recognising gaps in career histories and non-work experiences.

#### Leeds City Council action examples

- In June 2022, Leeds City Council put on a brand new SEND (Special Educational Needs and Disabilities) Next Choices event at Leeds First Direct Arena. This was the first time a city-wide event aimed at supporting young people who have special educational needs and disabilities has taken place. Over 60 organisations exhibited, providing information about jobs, apprenticeships, training and skills opportunities including FE courses, volunteering, leisure activities, finances and benefits. Around 1,800 visitors attended.
- 12<sup>th</sup> – 16<sup>th</sup> September 2022 – Leeds' first Digital Careers Festival has featured a festival and recruitment event aimed at those new to the digital sector who are looking for employment and training opportunities in the city. A week-long community and school roadshow of activities to inspire careers in digital has happened in locations across the city to engage harder to reach community groups and those under-represented in the tech and digital sector. The community workshops were led by employers and training providers within the sector and provided advice, information and support. The school roadshow involved digital businesses in the city and included talks to secondary schools, sixth form and Further Education colleges. The festival culminated in a recruitment event at Leeds First Direct Arena. 50 digital organisations were exhibiting, and 14 of these were also involved in the festival activities for school and community engagement over the week. Exhibitors were from multiple sub-sectors of digital including fintech, gaming and healthcare tech. 1,350 visitors booked to attend the event.
- The Council has partnered with Workfinder as part of the Festival, a platform which matches employers with young people looking for work experience using AI to ensure that employers receive applications from the right people. For three months, the council will have use of the platform and incentivise digital employers to offer work placements to local young people.
- As part of the focus on digital, work is ongoing to map future skills needs and priority areas, the provider landscape and emerging trends in this important area of the economy. This is being completed by a specially appointed Digital Skills Lead officer and is due for completion in Autumn 2022.

- Leeds City Council has an ambition for Leeds to be recognised as a national, and international, exemplar in the provision of creative and cultural opportunities for children and young people between the ages 0-25yrs.
  - The Leeds Creative Skills Festival (LCSF) will be the first event of its kind in Leeds which highlights the exciting and diverse range of opportunities available within the sector. The Festival will take place 14 – 18 November 2022 with a Creative Skills Showcase event held at the Leeds First Direct arena on Thursday 17 November.
  - This event will showcase the offer and aims to inspire young people to consider a career in Leeds and beyond and will:
    - focus on careers and opportunities in the sector, pathways, skills etc.
    - deliver sector-led educational resources to support good quality careers education,
    - explore the opportunity for work experience placements and site visits.
    - offer support for employers in the sector such as help with recruiting apprenticeships and access to funding and training.
  - The festival will be a precursor to activities planned for the Leeds 2023 Year of Culture and beyond including Bradford City of Culture 2025.
  - The LCSF will contribute to the Inclusive Growth Strategy and The Future Talent Plan and will encourage Leeds residents to take up opportunities in the creative and cultural sector.
  - A Green Skills Lead officer has also been appointed to look at the local skills needed to transition to Net Zero and will undertake a green economy skills mapping exercise similar to the work being undertaken around digital.
  - Following the success of this year's Apprenticeship Recruitment Fair which sold 6,000 free tickets, in addition to the new SEND event to support young people with special educational needs and disabilities at Leeds First Direct Arena, both events are scheduled to return in Spring 2023.
  - 100% Digital Leeds is undertaking a range of actions that will ensure greater digital inclusion and therefore increase digital skills. This includes building a digital inclusion ecosystem across Leeds, increasing the capacity of organisations to deliver digital inclusion, and implementing interventions in response to community need.
  - The Future Talent Plan vision seeks to 'ensure that nobody is left behind' and this project has aimed to maintain a focus on those who need our support the most, encouraging future skills provision to support those living in disadvantaged areas and in our priority neighbourhoods. The plan sets out our ambition to prioritise investment in the skills of people in the city who need our support the most. The work of our Employment and Skills Service with the city's priority neighbourhoods remains core to the delivery of the Future Talent Plan. It involves individual approaches in each area, working together with neighbourhood actors and partners to identify community assets that can be built upon, and supporting people with opportunities that are relevant to them.
- 8 More actions will be added to the website by both partners and the council on an ongoing basis.
- 9 Our approach to Future Talent Leeds including the website is a practical example of the Team Leeds approach. It brings a range of stakeholders closer together to each play their part in

achieving our ambitions and enables them to learn about each other and the actions they are taking. This is also reflected in the programme of Future Talent events which are convening relationships between education and training providers and businesses.

- 10 In the Executive Board [as](#) of March 2022, positive impacts of the Future Talent Plan were set out. This includes providing clarity and creating confidence against a backdrop of change and uncertainty in the labour market and encouraging future skills provision that supports and empowers those living in our disadvantaged areas and priority neighbourhoods.
- 11 The plan's diversity and inclusion impacts were also noted. It proposed that actions relating to the Future Talent Plan would tackle inequality through focusing on those who are economically inactive, those who have stopped working, those furthest away from the labour market, and those in low-paid and insecure work. The Future Talent Plan also recognises diversity and inclusion across all of its ambitions, for instance through encouraging and supporting employers to develop inclusive recruitment practices. A diverse range of people inputted into the development of the plan through the public consultation, including people from all over the city, of different age groups, people with a disability or long-term health condition and multiple ethnic groups.

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

Health and Wellbeing       Inclusive Growth       Zero Carbon

- 12 The Future Talent Plan is part of a suite of work being undertaken that informs the refresh of the council's Inclusive Growth Strategy, which is resetting our vision for growth up until 2030 to ensure that our economy works for everybody in a time of change and uncertainty.
- 13 The work supports the council's ambition for a healthy and caring city for everyone by 2030, through promoting better employment opportunities and more secure work for people. It also aligns with the Climate Emergency agenda through promoting 'green' skills and jobs to enable the transition to a green economy.

### What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?       Yes       No

- 14 The Executive Member for Economy, Culture and Education has been fully engaged with the work set out in this report including through chairing the steering group that was set up to oversee the development of the Future Talent Plan. The Leader of the Council and Deputy Mayor of West Yorkshire who also holds the Skills and Employment Portfolio, and the Chief Executive of the council have also been engaged this work.
- 15 The purpose of the steering group was to ensure key stakeholder representation throughout the project as well as to promote the plan across the members' networks. The group comprised of representatives from education, business, key sectors and WYCA. Members of the group have also been engaged in the website development process.

16 A public consultation also took place in the Autumn of 2021, with two online ‘conversations’ facilitated by a partner Clever Together enabling the voices of employees, employers and third party organisations to feed into the development of the plan. An offline version of the consultation was also distributed across the city’s libraries and community hubs. To supplement the consultation, attendance at a range of meetings and events was co-ordinated in addition to the facilitation of two roundtable discussions.

### **What are the resource implications?**

17 The Future Talent plan does not have direct resource implications but is helping to influence and shape direction of various funding streams including our adult education budget offer, employment support programmes, and other skills-based programmes. It also allows the city to better collaborate and plan resources to target limited skills funding to gain the maximum benefit for the people of Leeds, as well as providing a baseline for funding bids and collaborative efforts to drive skills planning.

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

18 Risk management plans were developed and monitored throughout the course of the project, but no significant risks were identified.

19 A less significant risk identified is regarding the delivery of the Future Talent Plan. A lack of focus on implementation could lead to the plan not being used by partners in the city, with the ability of businesses and other organisations including the council potentially unable to fully commit to the actions in the current economic climate. However, through strong stakeholder engagement, co-production and monitoring this risk has been limited. Furthermore, communications toolkits have been supplied to partners to encourage engagement with the plan and the sharing of it amongst their networks.

### **What are the legal implications?**

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

## **Options, timescales and measuring success**

### **What other options were considered?**

21 Not applicable

### **How will success be measured?**

22 A steering group focused on delivery will also be set up to meet on a 6-monthly basis to monitor the city’s overall progress in achieving the high-level Future Talent Plan ambitions, with representation from key stakeholders including members of the original steering group and Inclusive Growth Ambassadors, as well as managers from the Employment & Skills Service and Economic Policy Team. The group will evaluate progress on the actions as a whole and determine any changed or new priorities. The first meeting will take place in January 2023. We will also draw on the cross-sectoral experience and expertise of our Leeds Inclusive Growth Delivery Partnership to engage with businesses and organisations about the plan.

23 The Future Talent Plan is adopting an agile approach, where partners are asked to monitor and update the actions they submit, and a continual programme of council activity which responds and adapts to the labour market as well as the success of previous actions is implemented.

24 Employment and Skills officers will monitor both the outcomes of employment and skills initiatives resulting from the Future Talent Plan that are delivered by the council and partner

organisations. Evaluations are completed for all projects and events undertaken by the Employment and Skills service, measuring impacts such as engagement levels, exhibitor and visitor ratings of events and progression into employment or other development opportunities. Regular performance monitoring is undertaken by the service to evaluate the success of the Service. In August 2022, the service reported that it had supported 1,274 people into work since April 2022.

25 Local labour market data and intelligence will also be collected in collaboration with organisations across the city and region to measure the impact of actions. As part of the Future Talent Plan, we have committed to working with partners across the city to improve our labour market intelligence. To know that the actions have been successfully achieved, outcomes such as higher employment rates, less economic inactivity, increased business start-up activity and more training, apprenticeship and adult learning course update will be monitored.

26 The Inclusive Growth website will soon feature content about the Leeds Inclusive Anchors Network including the Anchors Progression Framework which will enable anchor institutions to self-assess how they are contributing to their locality, particularly around employment. In the future, the Private Sector Progression Framework which is currently in development will also be published on the website, and the Future Talent site will direct organisations to both frameworks as a mechanism to measure success.

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

27 The Future Talent Plan has a 3-5 year timeframe and Employment and Skills officers are responsible for its implementation and the upkeep of the website.

#### **Appendices**

- None

#### **Background papers**

- None

## Work Schedule

Date: 28 September 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 27 July and 5 September 2022 are also attached as Appendix 2 and 3. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.

3. On 8 September members of the Scrutiny Board attended a working group to discuss the Leeds Affordable Housing Growth Partnership Action Plan. A summary of that discussion is attached at Appendix 4.

### **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 maintain dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

### **What are the resource implications?**

7. 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.
8. 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.
9. 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?**

10. This report has no specific legal implications.

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

11. 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

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

### Appendices

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

14. Appendix 2 – Minutes of the Executive Board meeting held on 27 July 2022.

15. Appendix 3 – Draft minutes of the Executive Board meeting held 5 September 2022.

16. Appendix 4 – Summary of the discussion that took place at the Scrutiny Board working group on 5 September 2022.

### Background papers

17. None.

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## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2022/23 Municipal Year

| June  | July   | August   |
|---|--|--|
| <p><b><u>Agenda for Wednesday 15 June 10.30am</u></b></p> <p>Performance report</p> <p>Flood Risk Management – Cllr Illingworth request for scrutiny</p> <p>Annual reports:</p> <ul style="list-style-type: none"> <li>- Sources of Work</li> <li>- Terms of Reference</li> <li>- Co-opted members</li> </ul> | <p><b><u>Agenda for Wednesday 13 July 10.00 am.</u></b></p> <p>Green Economy (Scoping - Inclusive Growth)</p> <p>IDS update via LT, to update the Board on the work previously badged as “Smart Cities”</p> <p>Prevention of Deaths and Serious Injury on our Roads Inquiry – Formal Approval &amp; Response</p> | <p><b>No Scrutiny Board meeting scheduled.</b></p> |
| <b>Working Group Meetings</b>   |  |  |
|   |  |  |
| <b>Site Visits</b>  |  |  |
|   |  |  |

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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  |
|--|------------|---|
| <a href="#">Agenda for Wednesday 28 September 10.30am.</a> | No meeting | <a href="#">Agenda for Wednesday 2 November 10.30am</a> |
| Future Talent Review<br>LPTIP Closure report               |            | Advancing Bus Service Provision                         |
| 5/9/22 – Affordable Housing Growth Partnership Action Plan |            |   |
| <b>Site Visits</b>   |            |   |
|  |            |   |

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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    |
|--|---|-------------|
| <a href="#">Agenda for Thursday 8 December at 10.30am</a>                  | <a href="#">Agenda for Wednesday 11 January 10.30 am.</a>   | No meetings |
| Connecting Leeds Transport Strategy Annual Update<br><br>Local Plan Update | Performance Monitoring & Best City Ambition Update<br><br>Financial Health Monitoring<br><br>Initial Budget Proposals |             |
| <b>Working Group Meetings</b>  |   |             |
|  |   |             |
| <b>Site Visits</b>   |   |             |
|  |   |             |

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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  |
|--|---|--|
| <a href="#"><u>Agenda for Wednesday 1 March at 10.30am</u></a>         | <a href="#"><u>Agenda for Wednesday 5 April at 10.30am</u></a>                                    |  |
| Inclusive Growth update<br>Flood Risk Management<br>Housing Mix Update | 100% Digital<br>Vision Zero Update<br>Green Economy – (part two)<br>End of Year Summary Statement | Items raised by members yet to be scheduled:<br>Hydrogen infrastructure (Dec 22) |
| <b>Working Group Meetings</b>  |   |  |
|  |   |  |
| <b>Site Visits</b>   |   |  |
|  |   |  |

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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**

## EXECUTIVE BOARD

WEDNESDAY, 27TH JULY, 2022

**PRESENT:** Councillor J Lewis in the Chair

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

**APOLOGIES:** Councillor A Carter

**SUBSTITUTE MEMBER:** Councillor A Lamb

**15 Substitute Member**

Under the provisions of Executive and Decision Making Procedure Rule 3.2.6, Councillors A Lamb was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

**16 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.

**17 Late Items**

Late Item of Business – ‘Children and Families Social Care Workforce in Leeds’

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, ‘Children and Families Social Care Workforce in Leeds’ to be considered within the ‘Adults and Children Social Care and Health Partnerships’ portfolio. Given the significance of this matter, it was deemed appropriate for the Board to receive an update at this meeting. This report was coming to Executive Board as a late item of business to ensure that Board Members received detailed information on this issue as requested, and as undertaken by the Executive Member for Adult and Children Social Care and Health Partnerships at the recent meeting of full Council. (Minute No. 34 refers).

**18 Declaration of Interests**

In relation to Agenda Item 6, ‘Refreshing Leeds’ Cultural Investment Programme’, Cllr Pryor declared a disclosable pecuniary interest in this item, and as such, Councillor Pryor did not participate in the consideration of that item, and left the meeting room for the duration of that consideration. (Minute No. 20 refers).

**19 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 22<sup>nd</sup> June 2022 be approved as a correct record.

## **ECONOMY, CULTURE AND EDUCATION**

### **20 Refreshing Leeds' Cultural Investment Programme**

Further to Minute No. 9, 23 June 2021, the Director of City Development submitted a report that sought approval for a one-year cultural grants programme for 2023/24 whilst a comprehensive review and refresh of the Council's current cultural funding programmes, arts@leeds and Leeds Inspired, was undertaken, prior to a revised funding programme being launched for the period 2024-27.

By way of introduction to the report, the Board received information on the key reasons as to why the proposal for a one year programme was being put forward. It was noted that the one year programme would operate within the existing budget envelope and that organisations would be required to apply for grants. However in doing so, it was emphasised that there would be an extensive application window and that organisations would be supported through this process.

Responding to an enquiry, Members received further information regarding the guidance and supportive measures which were currently available to organisations, with it being noted that consideration was being given to the ways in which cultural organisations could be signposted and supported in accessing other funding streams, where appropriate.

In response to a Member's enquiry, the Board received further information and assurance regarding the role which would be played by the Leeds 2023 Neighbourhood Hosts, with it being noted that the Hosts were currently being recruited for each Ward, which was a process being undertaken by the Leeds 2023 organisation.

Also, in response to a specific enquiry officers undertook to provide the Member in question with details of the current financial position regarding the funding of the Leeds 2023 initiative.

### **RESOLVED –**

- (a) That the delivery of a one-year arts@leeds programme for 2023/24, which supports the transition towards a refreshed cultural funding programme, be approved;
- (b) That the necessary authority be delegated to Director City Development in order to enable the Director to approve funding decisions for the one year programme, 2023/24;
- (c) That the development of a refreshed three-year Culture Investment Programme for 2024-27, be approved, with the development and adoption of the Cultural Investment Programme being subject to open consultation and engagement with the sector prior to Executive Board approval being sought in 2023.

(Further to the declaration of interest as detailed at Minute No. 18, Councillor Pryor took no part in the consideration of, or voting upon this matter and left the meeting room for the duration of this item)

**21 Outcome of consultation to permanently increase learning places at Leeds City Academy from September 2023**

The Director of Children and Families submitted a report on a proposal to increase learning places at Leeds City Academy, brought forward by The White Rose Academies Trustees working in partnership with Leeds City Council. The report detailed the outcomes of the associated consultation undertaken and which sought agreement to related Authority to Spend proposals.

In considering the report, a Member highlighted and welcomed the popularity of the school, which had led to the submitted proposals of expansion.

**RESOLVED –**

- (a) That the outcome of the consultation undertaken on the proposal to permanently expand Leeds City Academy from a capacity of 750 to 1050 students by increasing the admission number in year 7 from 150 to 210 with effect from September 2023, be noted; and that it also be noted that The White Rose Academies Trust Board, as the decision maker, have considered the outcome of that consultation and approved the proposal to expand Leeds City Academy;
- (b) That approval for authority to spend (ATS) up to £8.9m to deliver the proposed permanent expansion at Leeds City Academy, be granted, with final approval of expenditure being confirmed by the Director of Children and Families (in consultation with the Director of Resources and Director of City Development) following receipt of further detailed design work and planning applications;
- (c) That it be noted that The White Rose Academies Trust intends to self-deliver the build scheme and that the proposal has been brought forward in time for places to be delivered for 2023.

**PUBLIC HEALTH AND ACTIVE LIFESTYLES**

**22 Living with Covid - What does 'Living with Covid' mean for Leeds?**

The Director of Public Health submitted a report outlining what 'Living with Covid-19' meant for Leeds, and which sought the Board's support for continuing to promote safer behaviour messaging and the Covid vaccination programme in communities. The report also highlighted the robust and resilient plans and systems in place to protect the highest risk settings and groups from the impact of Covid, and the structures that were in place to respond to any change in circumstances.

Members received an introduction to the report which provided an overview of the key points, with it being noted that work continued on the preparation and management of winter pressures in this area.

Responding to a Member's comments regarding the Council's post-pandemic ways of working and the need to ensure that customer facing roles continued, it was highlighted that many services across the Council continued to be delivered in person. Further to this, the Board was assured that work continued in liaison with Scrutiny on this matter, with a view to submitting a related report to a future Executive Board.

Emphasis was placed upon the need to ensure that the impact of the pandemic on young people remained a priority. In response, assurance was provided that this was the case and it was noted that this would be further addressed in the subsequent agenda item (*Leeds – A Mentally Healthy City: Update Report*). Further to this, assurance was provided that a key principle to the approach taken remained the need to strike the correct balance between minimising the risk from the virus and infection whilst at the same time looking to preserve an individual's overall wellbeing.

Tribute was paid to the Director of Public Health and her team for the work which had been undertaken throughout the pandemic to the present day. Emphasis was placed upon the importance of the work undertaken by the Leeds Health Protection Board together with the guiding principles of that work, and how that had been used as a platform for the wider actions taken in response to the pandemic across the city.

**RESOLVED –**

- (a) That the contents of the submitted report, be noted;
- (b) That the proposed approach for the Leeds system going forward, as set out in section 11 of the submitted report, be approved, which looks to ensure that people are supported as we move into 'Living with Covid'.

**23 Leeds - A Mentally Healthy City: Update report**

The Director of Public Health submitted a report which provided an update on the current position regarding mental health in Leeds and the provision in place to support good mental health across the city. In addition, the report outlined the actions being taken to further develop a partnership approach in this area, in line with the 'Best City Ambition' and which aimed to ensure that Leeds was a Mentally Healthy City which created conditions for positive mental health in all our communities.

In introducing the submitted report, the Board received an overview of the current position in Leeds, how that position had been affected by the Covid pandemic, and the actions being taken to address the challenges faced. Members received further information on the Children and Young People's Mental Health Strategy: 'Future in Mind', and it was noted that the 'All Age Leeds Mental Health Strategy' was currently scheduled to be relaunched on 10<sup>th</sup> October 2022, which was World Mental Health Day.

Responding to a Member's enquiry, the Board was provided with further information on how the relaunch of the 'All Age Leeds Mental Health Strategy' would be promoted.

The importance of further liaison taking place with partners across the city to continue the development of self-support networks in Leeds was highlighted as an area to focus upon and promote moving forward.

#### **RESOLVED –**

- (a) That the contents of the submitted report, be noted;
- (b) That the current and future challenges around promoting good mental health in the city, be recognised, together with the fact that Leeds City Council has invested in programmes of work in the city that promote good mental health and prevent mental ill health;
- (c) That the mental health work being undertaken across Leeds be promoted, with support being provided for the continued creation of conditions for positive mental health in local communities.

### **INFRASTRUCTURE AND CLIMATE**

#### **24 Climate Adaptation and Resilience Plan**

The Director of Resources submitted a report which presented a range of actions being taken across the Council, and with partners, to better understand and deliver on the city's ambition to strengthen resilience against the impacts of climate change locally, and in doing so, which sought the Board's approval for the development of a Climate Adaptation and Resilience Plan, based upon the approach outlined. The report also sought agreement to enhanced city-wide engagement in Leeds on the Council's activity to support both climate mitigation and adaptation.

By way of introduction to the report, the Board received an overview of the key challenges faced as a result of climate change, and the range of actions being taken to adapt to the current position and become more resilient. However, it was highlighted that at the same time, work continued on progressing towards a position of net zero emissions.

Regarding Climate Emergency Advisory Committee (CEAC), a Member noted the recent change in Chair of that committee. In response to a Member's comments encouraging Executive Member attendance at CEAC meetings, it was noted that the Executive Member for Infrastructure and Climate was a member of CEAC and a regular attendee. Further to this, clarification was sought as to whether this comment related to other Executive Members.

In response to a Member's enquiry, the Board received further information regarding the range of key areas which were intended to be included within the proposed programme of engagement over the coming 12 months.

**RESOLVED –**

- (a) That the development of a Climate Adaptation and Resilience Plan, based upon the approach as outlined within the submitted report, be approved;
- (b) That a programme of enhanced citywide engagement in Leeds over the next 12 months on the Council's activity to support both climate mitigation and adaptation, be supported.

**COMMUNITIES**

**25 Understanding and addressing the cost of living crisis**

The Director of Communities, Housing and Environment submitted a report providing an overview of the current position regarding the cost of living crisis and which highlighted measures being undertaken nationally to address such issues. The report also focussed upon the local approach being undertaken from a welfare and financial inclusion perspective, highlighting the key actions and programmes.

In introducing the report, the Executive Member highlighted the current position in Leeds with regard to the cost of living crisis and provided an overview of the key actions being taken and proposed to address the challenges faced.

Members discussed the role of Government in such matters. Also, the Board considered the importance of reflecting on the experience gained from the supportive approach taken during the pandemic and how that could be utilised when looking to support communities throughout the cost of living crisis.

Responding to a Member's enquiry, the Board further considered the role of the Council in this area and received details on how the supportive approach taken by the Council continued to adapt to current circumstances, and the ways in which this approach would continue to evolve, with officers undertaking to provide further detail to the Member in question, if required. In discussing the proposed key areas of focus moving forward, specific reference was made to the establishment of a cross-cutting welfare group, with further detail being provided on the intended work programme, timeframe and reporting mechanisms for that group.

In conclusion, Opposition Groups were invited to become involved in the welfare group and the associated work that it would undertake.

**RESOLVED –**

- (a) That the contents of the submitted report, be noted, and that the approach being adopted, as outlined within the report, be endorsed;
- (b) That the next steps, as set out fully in paragraphs 94-99 of the submitted report, be endorsed, which will accelerate progress towards the mission set out in the Best City Ambition through:-

- Ensuring the three pillars of the Best City Ambition strongly and consistently reflect the challenges of tackling poverty and inequality.
  - Transitioning to a new performance framework for the Best City Ambition to reinforce and embed linkages between the three pillars in tackling poverty and inequality.
  - Establishing a breakthrough priority with the aim of: “working together across sectors to harness the capacity and capability in the city, its communities and those with lived experience to develop a city solution to welfare provision and addressing the cost-of-living crisis – with a specific focus on food, fuel, housing and digital inclusion”.
- (c) That it be noted that the Chief Officer for Community Hubs, Welfare and Business Support will be responsible for overseeing and implementing the actions and recommendations as detailed above and included within the submitted report.

### **LEADER'S PORTFOLIO**

#### **26 Review of Protocol for the Roles of Members and Officers in Decision Making**

The City Solicitor submitted a report setting out proposed amendments to the Council’s Protocol for the Roles of Members and Officers in Decision Making, following a review which had been undertaken as an action arising from the Annual Governance Statement approved in 2021. The purpose of the proposed amendments was to ensure that the protocol remained up to date and fit for purpose.

#### **RESOLVED –**

- (a) That the amended Protocol for the Roles of Members and Officers in Decision Making, as presented at Appendix A to the submitted report, be approved;
- (b) That the authority to make future amendments to the Protocol be delegated to the City Solicitor, in consultation with the Leader of Council, Opposition Members of Executive Board and the Chief Officer Financial Services; with it being noted that the Monitoring Officer will amend Article 15 of the Council’s Constitution to reflect this resolution.

#### **27 Annual Corporate Risk Management Report**

The Director of Resources submitted a report which provided the Board with an update on the most significant risks currently featured on the Council’s corporate risk register. In addition, the report provided summary assurances which described the key controls in place to manage those risks and also provided information on further actions planned in this area.

**RESOLVED –** That the Annual Risk Management Report together with the assurances provided on the most significant corporate risks, as presented

within the submitted report and appendix, be noted, in line with the Council's Risk Management Policy and Strategy and the Board's overarching responsibility for their management.

## **28 Annual Corporate Performance Report 2021/22**

The Director of Resources submitted a report presenting the Annual Corporate Performance Report for 2021/22 which reviewed the progress made in delivering the Council's ambitions, outcomes and priorities, as set out in the Best Council Plan (BCP) during the 2021/22 financial year. The report also noted that for performance reporting purposes, 2022 would be a transitional year given that there would be a shift from existing reporting frameworks based on the Best Council Plan towards a revised approach to support the Best City Ambition.

Responding to a Member's specific enquiry, the Board received further detail on the work currently being undertaken on the refresh of the target and performance framework as the Council transitioned from the Best Council Plan to the Best City Ambition.

In response to an enquiry, the Board noted that some of the performance data compiled could be broken down to Ward level, and that the Member in question could be provided with further information on this, if required. In addition, Members discussed the range of priorities that the Council had, and the ways in which the Council's day to day decision making and establishment of wider policies linked to such priorities.

**RESOLVED** – That the Annual Performance Report, be received, and that the progress made during 2021/22 in delivering the ambitions and priorities set out in the Best Council Plan, as detailed within the submitted report and appendix, be noted.

## **RESOURCES**

## **29 Financial Health Monitoring 2022/23 – Quarter 1 Update**

The Chief Officer (Financial Services) submitted a report providing an update on the financial health of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account, as at Quarter 1 of the 2022/23 financial year.

In presenting the report, the Executive Member highlighted the key points within it. The Board also received details of the final pay offer from the National Employers which had recently been announced, and it was noted that work was being undertaken to identify the potential financial impact of this upon the Council. An undertaking was provided that the Board would be kept updated on such matters and that the intention was to submit a report on this, together with the impact of other inflationary pressures, to the September 2022 Board.

Responding to a specific enquiry, it was reiterated that an update report would be brought to Executive Board 6 months after the implementation of the

amendments made to aspects of the Council's non-residential Adult Social Care charging policy.

A Member requested that as part of the monthly financial health update report to Executive Board, further detail was provided within those reports to the current position regarding the 'Business As Usual' savings proposals.

Responding to a Member's comments, the Board received an update on the work being undertaken to manage the identified budget pressures referenced in the report within the Children and Families directorate, with specific reference to the 'Little Owls' nurseries and the provision of semi-independent living placements for 16 – 17 year olds.

In conclusion, the Executive Member for Resources highlighted the cross-directorate approach that continued to be taken when looking to manage and overcome the significant financial challenges that continued to be faced.

#### **RESOLVED –**

- (a) That it be noted that at Quarter 1 the Authority is forecasting an overspend of £1.8m for 2022/23, which is comprised of directorate pressures of £2.3m, netted down by a strategic saving of £0.5m;
- (b) That it be noted that directorates will be required to present action plans to mitigate the £2.3m pressures, in line with the Revenue Principles agreed by Executive Board in 2019, which are scheduled to be received at the September 2022 Executive Board;
- (c) That it be noted that the position as detailed within the submitted report does not reflect the potential effects of the 2022/23 pay award negotiations, other inflationary rises or the wider impact of rising cost of living pressures on the Council's financial position, above that which has already been included within the 2022/23 Budget; with it being noted that any pressures arising from emerging issues will be reported to a future Executive Board. Furthermore, it be noted that proposals will need to be identified by directorates in order to absorb such pressures, which will be included in the action plans as referenced in resolution (b) above.

#### **30 Capital Programme 2022/23 - 2026/27 Quarter 1 Update**

The Chief Officer Financial Services submitted a report setting out the Council's updated Capital Programme for 2022-2027, which was split between the General Fund and Housing Revenue Account (HRA), with a forecast of resources available over that period. The report also included a specific update on the 2022/23 programme and sought agreement to several injections into the Capital Programme, as detailed.

Responding to a Member's enquiry, the Board received details on the proportion of the Capital Programme that was funded via borrowing, and with regard to a related enquiry regarding the impact upon Minimum Revenue

Provision (MRP), officers undertook to provide this further information to the Member in question.

In response to a specific enquiry, the Board received clarification and further detail regarding the 'City Development Public Realm' entry within the 'Major Programmes & Other Directorate Schemes' section of the report.

#### **RESOLVED –**

- (a) That the following injections into the Capital Programme, as detailed at Appendix A (iii) to the submitted report, be approved:-
- £2,000.0k of European Regional Development Fund (ERDF) Grant for the 'Fitting The Future' Housing Leeds scheme;
  - £150.0k of additional Transforming Cities Fund (TCF) Grant from WYCA for the Public Bike Hire Scheme; and
  - £100.0k of Department for Education Grant for Sustainable Drainage at two Schools in Otley.
- (b) That it be noted that the above resolution to inject funding of £2,250.0k into the Capital Programme will be implemented by the Chief Officer Financial Services;
- (c) That the latest position on the General Fund and HRA Capital Programme, as at Quarter 1 of 2022/23, as detailed within the submitted report, be noted.

#### **ADULTS AND CHILDREN SOCIAL CARE AND HEALTH PARTNERSHIPS**

##### **31 Leeds City Council Fostering Service: Annual Fostering Report, April 2021 to March 2022**

The Director of Children and Families submitted a report presenting an overview of the work of the Fostering Service during 2021/22, and which invited the Board to adopt the 2021/22 Fostering Service Annual Report, as appended, together with the priorities set out for the forthcoming year.

In presenting the report, the Executive Member highlighted the key points detailed within the Fostering Service Annual Report, with it being noted that attracting more foster carers remained a key priority moving forward.

Members welcomed the contents of the report, and highlighted the valuable role played by foster carers across the city.

Responding to an enquiry, the Board received further detail on the processes in place and the range of data that was available to identify the reasons why foster carers had left the Council, and how that data could be used when looking to recruit more foster carers.

#### **RESOLVED –**

- (a) That the 2021/22 Fostering Service Annual Report, as appended to the submitted report, be adopted, together with the service priorities for

next year; with it being noted that this resolution will be implemented during 2022-23;

- (b) That the Fostering Service's plans to increase the range of carers and placements available, be noted and supported, with it being noted that this resolution will be implemented during 2022-23;
- (c) That it be noted that the responsible officer for such matters is the Head of Service, Children Looked After and Corporate Parenting.

### **32 Adults & Health Service Review 6 - Care Delivery: Care Homes, Implementation**

Further to Minute No. 25, 23 June 2021, the Director of Adults and Health submitted a report providing an update on the implementation of the decommissioning of services at Home Lea House residential long stay care home, in Rothwell, and Richmond House Short Stay Residential Care Home, in Farsley.

Responding to a Member's enquiry, the Board received an update on the expected timeframe of the current refurbishment of Dolphin Manor and the management of that process in terms of the residents living there.

Regarding the site of the former Richmond House in Farsley, it was requested that officers continue to work with local Ward Councillors on the development of proposals. Also, responding to an enquiry, officers undertook to investigate whether it would be feasible for the site to be used for extra care housing, considering that an adjacent facility was used for the same purpose, and provide the findings to the relevant Members.

#### **RESOLVED –**

- (a) That the successful transfer of all customers to alternative services where that was their preference, be noted;
- (b) That it be noted that the closure of both care homes has been achieved without any compulsory redundancies, with staff having made a successful transition to their new posts within the Council where they have chosen to remain in employment, a process which has been supported through the Council's Managing Staff Reductions policy;
- (c) That the achievement of financial savings of £165k in 2021/22, and £1.531m per annum from 2022/23 following the closure of the two care homes, be noted;
- (d) That it be noted that work is ongoing in relation to the future use of the sites.

(As detailed within section 34 of the submitted report, this report was not eligible for Call In on the grounds that the Council's Executive and Decision Making Procedure Rule 5.1.2 states that 'The power to Call In decisions does not extend to decisions which have been the subject of a previous Call In').

### **33 Leeds Health and Care Partnership Memorandum of Understanding**

The Director of Adults and Health submitted a report which recommended to Executive Board the approval and formal sign-up to the Leeds Health and Care Partnership (LHCP) Memorandum of Understanding (MoU). The MoU formally presented the approach towards working together that the Leeds Health and Care Partnership was taking to achieve the agreed vision for Leeds to be “*a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest*”.

In presenting the report, the Executive Member highlighted the reference to ‘Scrutiny’ in the diagrams at section 14 of the submitted report, with a recommendation that the Memorandum of Understanding document, as presented at Appendix 1 be amended to incorporate appropriate reference to Scrutiny, in line with the illustration within those diagrams.

Responding to a Member’s comment that aspects of the approach were complex, the Board received further information on the reasons for this approach, with assurance being provided that the Council would continue to work collaboratively with partners in this area, look to maximise the benefits of this model for the people of Leeds and West Yorkshire, and that the approach taken would be made as comprehensible as possible.

#### **RESOLVED –**

- (a) That subject to the comments above regarding the inclusion of appropriate reference in the Memorandum of Understanding document to ‘Scrutiny’ being taken into consideration, the Board approves and signs up to the Leeds Health and Care Partnership Memorandum of Understanding, as presented within the submitted report and appendices;
- (b) That the draft Leeds Integrated Care Board (ICB) Committee Terms of Reference (which were approved by the West Yorkshire Integrated Care Board on 1 July 2022), be noted;
- (c) That it be noted that the Leeds Health and Wellbeing Strategy, which sets out the strategic priorities in relation to the Health and Wellbeing Pillar of the new City Ambition, is due to be refreshed later in the year.

### **34 Late Item of Business: Children and Families Social Care Workforce in Leeds**

The Director of Children and Families submitted a report providing an overview of the national and regional context together with the current position in Leeds regarding Children’s Social Work Services. The report also outlined the actions being taken by Children and Families to ensure that the service was able to continue to support vulnerable children and young people to enjoy good outcomes.

In presenting the report, the Executive Member highlighted that this was a report that she had undertaken to submit to Executive Board at the recent meeting of full Council. Further to this, the Executive Member provided a

detailed summary of the key points within the report in terms of the challenges being faced in this area both on a national and local level, together with the range of actions being taken to address them. The Executive Member emphasised the crucial role played by all those involved in the outstanding delivery of children and families social work across the city which it was acknowledged was being undertaken in very challenging circumstances.

In considering the report, Councillor Lamb brought to the Board's attention that he was attending Executive Board in a non-voting capacity, whilst also being Chair of the Children and Families Scrutiny Board. Given the timing of this report's submission, he advised that he was not aware that the Board would be considering this item when agreeing to attend the Executive Board meeting, however, he emphasised that in approaching this matter he would endeavour to keep both of his respective roles in mind.

Officers responded to several questions which were put by Members. In summary, the answers provided were as follows:-

- With regard to a number of enquiries around caseload levels, assurances were provided that cases would remain open whilst it was felt that a child or family continued to require support or protection;
- Regarding the level of vacancies reported, it was noted that the vacancies existed in teams across the service;
- With regard to the approach taken towards co-working, it was confirmed that this practice continued, with the benefits of that approach being highlighted;
- Responding to an enquiry, further to the details within the report, Members received an update on the current position with regard to the grievance submitted by a group of social workers;
- The Board received an update regarding the work which was being undertaken regionally and nationally, in terms of collaborative working with other Authorities and also as part of Leeds' role to help shape the service going forward.

From a national perspective, emphasis was placed upon the need for Local Government funding structures to be reviewed, and specifically regarding Local Authority delivered children and families social care, it was highlighted that in terms of the resourcing of such services there needed to be a parity of esteem with that delivered by the NHS.

In response to a Member's comments regarding the lateness of the report, those comments were acknowledged, and the Executive Member highlighted that it had been deemed appropriate to submit the report to this meeting, following the undertaking at the recent full Council meeting and in order to demonstrate that the concerns raised were being taken seriously and to formally provide assurances in response to them.

Emphasis was placed upon the integral and highly valued role played by social workers in the safeguarding of children and young people across the city which was being undertaken under very challenging circumstances. Further to this, assurances were provided that the Council would continue to

listen to and work through the concerns that had been raised, both in the short and longer term.

Members discussed the importance of an open approach being taken when considering such important matters, which it was noted was the key factor to submitting this report to the Board as a late item of business.

In conclusion, the Executive Member reiterated the Council's appreciation for the integral role played by all those involved in the delivery of children and families social work across the city and the outstanding service that was being provided in very challenging circumstances. In addition, the Executive Member reiterated the importance of championing the services provided by children and families social care in Leeds and promoting the service as a positive place to work.

**RESOLVED** – That the assurances regarding the Children and Families Social Care Workforce in Leeds, as outlined within the submitted report, be noted.

**DATE OF PUBLICATION:** FRIDAY, 29<sup>TH</sup> JULY 2022

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 5<sup>TH</sup> AUGUST 2022

## EXECUTIVE BOARD

MONDAY, 5TH SEPTEMBER, 2022

**PRESENT:** Councillor J Lewis in the Chair

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

**APOLOGIES:** Councillor F Venner

### 35 **Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (A) That appendices 1 and 2 to the report entitled, 'Bid to Host the Eurovision Song Contest 2023', referred to in Minute No. 38 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and considered in private on the grounds that the information within those appendices relates to the business affairs of the UK Host City selection process for the Eurovision Song Contest which has been established by the BBC as a confidential process between the BBC and the cities and other partners involved. It is therefore deemed that in all the circumstances, the public interest in maintaining the confidentiality of that information outweighs the public interest in disclosing it.

### 36 **Late Items**

Due to the short timescales of the bidding process and to ensure that the bid submission deadline was met, the meeting had been convened at short notice, under the provisions of the Executive and Decision Making Procedure Rule 2.2.

For the same reasons of urgency, the Key Decision being recommended within the submitted report was being proposed via the 'Special Urgency' provisions and similarly, appropriate urgency provisions were being used in relation to the required notification regarding the consideration of information designated as being exempt from publication (Sections 2.6 and 2.3.4 of the Executive and Decision Making Procedure Rules refer respectively).

Further details regarding such matters were included within the submitted report, including, as required, confirmation that the relevant Scrutiny Board Chair was in agreement that the consideration of such matters was urgent and could not reasonably be deferred.

### **37 Declaration of Interests**

There were no interests declared at the meeting.

## **ECONOMY, CULTURE AND EDUCATION**

### **38 Bid to Host the Eurovision Song Contest 2023**

The Director of City Development submitted a report which presented the context and the progress made to date regarding the bidding process for the hosting of the 2023 Eurovision Song Contest. In doing so, the report specifically sought approval to the submission of Leeds' bid together with the associated financial contribution towards the Song Contest.

In presenting the report, the Executive Member for 'Economy, Culture and Education' provided an overview of the current position regarding the bidding process, highlighting that it was with deep regret that Ukraine, having won the 2022 Contest, was not in a position to host the event in 2023. However, it was emphasised that Leeds, if selected, would look to deliver an outstanding event on behalf of Ukraine and its people.

The range of factors as to why Leeds was in a unique position to successfully host the event were highlighted. These included:-

- How the proposals were consistent with the supportive work and acts of solidarity which continued to take place with Ukraine, including the large Ukrainian population in West Yorkshire. Specific reference was made to the recent proposals regarding the twinning of Leeds and Kharkiv;
- How the proposals would complement both the 'Leeds 2023' and 'Bradford 2025' cultural initiatives and how, with continued liaison with relevant partner organisations, the developing infrastructure for those initiatives would help to successfully deliver this event;
- Emphasis was placed upon Yorkshire's wide-ranging musical and cultural heritage, and how this event would look to build upon that, whilst also celebrating the rich cultural heritage of Ukraine;
- Leeds' previous experience of hosting major events of national and international significance was highlighted, both in terms of those hosted from within the First Direct Arena and also those which had been delivered on a citywide basis.

In discussing such matters, Members endorsed the comments which had been made and confirmed support for the submitted proposals. The Board specifically endorsed the approach being taken by Leeds, in that if the bid was successful, the Contest would be delivered on behalf of Ukraine and its people.

Members also highlighted the huge economic impact that the hosting of an event on this scale would have, with specific reference being made to the benefits which would be felt by the hospitality and retail sectors, amongst others.

With regard to the First Direct Arena, Members noted how it had been designed primarily as a venue for large scale music events such as this, and as such it was felt that the arena would be an excellent venue to deliver the Eurovision Song Contest.

Following consideration of Appendices 1 and 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private, it was

**RESOLVED –**

- (a) That the submission of Leeds' bid to host the Eurovision Song Contest 2023, be approved;
- (b) That the Councils' financial contribution to Eurovision, as detailed within the exempt appendices to the submitted report, be approved, with approval also being given to the delegation of the necessary authority to the Director of City Development to enable the Director to agree the final composition of the funding mix, in consultation with the Chief Officer Financial Services and with the Executive Members for 'Economy, Culture and Education' and 'Resources';
- (c) That approval be given for the decisions taken by the Executive Board from the submitted report, as resolved above, be exempted from the Call In process due to the short timescale of the bidding process and to ensure that the associated submission deadline is met.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as detailed above and as set out within sections 32 - 33 of the submitted report)

**DATE OF PUBLICATION:** WEDNESDAY, 7TH SEPTEMBER 2022

**LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:** NOT APPLICABLE

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## **Leeds Affordable Housing Growth Partnership Action Plan**

**Date: 8 September 2022**

### **ATTENDEES**

#### **Board Members**

|               |                       |
|---------------|-----------------------|
| Cllr Alderson | Cllr Lay              |
| Cllr Buckley  | Cllr Sharpe           |
| Cllr Foster   | Cllr Truswell (Chair) |
| Cllr Garvani  | Cllr Wilson           |
| Cllr Hamilton |                       |

#### **External Guests**

|                   |                         |
|-------------------|-------------------------|
| Tamsin Hart-Jones | Homes England           |
| Andy Gamble       | Yorkshire Housing       |
| Steve Ellis       | Leeds Federated Housing |

#### **Leeds City Council Officers**

|                  |  |
|------------------|--|
| Martin Elliot    | Head of Strategic Planning                     |
| Angela Barnicle  | Chief Officer, Asset Management & Regeneration |
| Christa Jolley   | Executive Manager Regeneration                 |
| Rebecca Atherton | Principal Scrutiny Advisor                     |

Apologies: Cllrs Hayden, Hussain, Kidger, Lennox, Shahzad

## **SUMMARY NOTE**

1. Cllr Truswell introduced the session, noting the timetable for progressing the draft Leeds Affordable Housing Growth Partnership Action Plan (AHGPAP).

### **Context for the Action Plan**

2. Officers emphasised the positive trajectory of affordable housing delivery in Leeds, while also stressing the importance of ensuring the city utilises all available tools to maximise affordable housing delivery.
3. The context for the draft plan includes the three pillars of the recently adopted Best City Ambition and the affordable housing need set out in the Leeds Housing Strategy. A partnership approach will be essential to unlock delivery, drive growth and meet the city's housing needs.
4. The target of delivering 1,230 affordable homes each year was highlighted – made up of 434 new homes per annum and a further 796 homes to address a historic backlog. Officers committed to provide further information about the impact of recently constructed student accommodation on housing targets, including affordable housing delivery targets. It was clarified that very few Local Authorities seek affordable student housing but that this could be explored as part of the Local Plan Update 2.
5. Members were presented with Leeds 5-year affordable housing supply by tenure as compared to other local authorities.
6. Members also considered the affordable housing pipeline for the next three years. The strengths of the Council Housing Growth Programme were welcomed, and the Homes England Strategic Partnerships discussed.

### **Challenge of Securing Land**

7. The challenge of securing land at the right price was discussed. Representatives from registered providers outlined their experiences of operating within a competitive land market.
8. Steve Ellis agreed that a competitive market makes securing land for affordable housing challenging. However, he also suggested that some developers are increasingly willing to work in partnership to enable the delivery of affordable homes on their sites.
9. The Council is seeking to adopt a range of methods to achieve its ambitions for mixed communities in the city centre. This includes ring-fencing disposal sites for Registered Providers to deliver 100% social housing schemes. Members also explored the potential to unlock delivery by using commuted sums, right to buy receipts and the Brownfield Housing Fund.

10. Martin Elliot provided additional information about the Local Plan Update 2.

### **Viability**

11. Members were informed that the current economic environment is increasing the pressure of viability on affordable housing schemes.

12. Members queried the extent to which plans panel could influence the levels of affordable housing within individual sites and were advised that affordable housing targets in different localities are dependent on a combined assessment of housing needs and viability.

13. Members were advised that lower market values in city centre and inner area communities means that only 7% of affordable housing can be sought. However, in some areas and for some types it is still a struggle to meet the 7% threshold, which is why the build-to-rent model is being looked at in the city centre.

### **Partnership Working in Local Communities**

14. Cllr Lay outlined a successful partnership approach to delivering affordable housing on a difficult site in Otley. The local community welcomed the delivery of affordable housing and it was suggested that a higher proportion of affordable housing in large scale developments offered the potential to reduce community resistance to such projects.

15. Andy Gamble explained how a mixed tenure approach enabled the delivery of affordable housing in Otley, with Homes England helping to unlock the challenging site by providing funding to tackle site abnormalities.

### **Achieving 'Best Consideration'**

16. Members questioned how portions of council owned land within large development projects could be better utilised to maximise affordable housing delivery. Clarification was sought about the extent to which the Council is required to seek to achieve financial 'best consideration' from such land.

17. In response, officers confirmed that the Council is legally required to achieve 'best consideration' and that this supports the Council's medium term budget position. However, this is set within the context of much broader efforts to take a more innovative approach to securing delivery in different ways on sites in varied communities, and where circumstances allow there are opportunities to consider less than best disposals.

18. Further information was sought about discussions with government to seek funding flexibilities to allow the Housing Revenue Account to acquire land from the general fund. In response, officers confirmed that there had been positive dialogue in the early part of this year and it is hoped discussions can resume.

### **Demand for Affordable Housing**

19. Members expressed concern about the increased affordable housing need in Leeds, noting that there are over 26,000 people on the Leeds Homes Register and applicants for Band A/A+ have almost doubled since 2016.
20. Members requested clarity about whether the Council House allocation process included any consideration of the length of time people may have been registered – and, if so, whether this might be reviewed in light of high demand.
21. Further information was sought about the practical implications of proposals to refresh the nominations process, with a view to maximising nominations from the Leeds Homes Register and supporting the delivery of specialist provision.
22. Representatives from registered providers reassured members that they “actively embrace” 100% nominations on all new lets. Officers are working with colleagues from Housing Leeds to assess whether there are ways to refine the current process.

### **Ambition to be Carbon Neutral**

23. Attendees considered how housing growth schemes could contribute to the city’s ambition to be carbon neutral by 2030.
24. Members welcomed the low carbon measures being included in council housing growth schemes and queried whether similar measures are required in other affordable homes. The Council and registered providers often exceed the standards set out in the core strategy policy relating to operational energy.

### **Modern Methods of Construction**

25. Andy Gamble provided further information about the experience of Yorkshire Housing in using modular buildings in a neighbouring authority. He highlighted the potential carbon savings that could be delivered if such housing could be delivered at scale. The importance of sharing best practice was discussed.
26. It was noted that modern methods of construction are not yet proving to be more cost effective. Particular challenges have been identified with the bases for modular homes. Tamsin Hart-Jones set out the work of Homes England in supporting the development of modern methods of construction and stronger supply chains.

## FOLLOW UP

Officers agreed to provide further information in response to the following issues:

|   |  |
|---|--|
| <b>Council Housing Allocation Process</b> | Members sought to clarify whether an element of the allocation process considered the length of time people had been registered – and, if so, whether this might be reviewed in light of the increased demand.                                     |
| <b>Student Accommodation</b>              | Members requested clarity about the impact of recently constructed student accommodation on KPI's relating to new homes delivered and affordable housing delivered. Detail about the impact on these KPIs over the last three years was requested. |
| <b>KPI Affordable Housing</b>             | Written clarification was requested of the KPI for affordable housing and the split between targets relating to in-year targets and those relating to a historic backlog.  |
| <b>Homes England Funding</b>              | Members asked for confirmation of the value of Homes England grant funding for developers in Leeds.  |

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