



## SCRUTINY BOARD (CITY AND REGIONAL PARTNERSHIPS)

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Meeting to be held in Civic Hall, Leeds on  
Friday, 16th April, 2010 at 10.00 am

*(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)*

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### MEMBERSHIP

#### Councillors

- B Atha - Kirkstall;
- P Davey - City and Hunslet;
- G Driver - Middleton Park;
- J Dunn - Ardsley and Robin Hood;
- C Fox - Adel and Wharfedale;
- A Hussain - Gipton and Harehills;
- M Lyons - Temple Newsam;
- J Matthews - Headingley;
- R Pryke - Burmantofts and Richmond Hill;
- F Robinson - Calverley and Farsley;
- A Shelbrooke - Harewood;
- S Smith (Chair) - Rothwell;

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**Governance Services**  
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**Principal Scrutiny Advisor:**  
**Richard Mills**  
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# 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 Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting).</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>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES OF THE PREVIOUS MEETING</b></p> <p>To receive and approve the minutes of the previous meeting held on 4 March 2010</p>	1 - 4
7			<p><b>STATEMENT - JOINT SERVICE CENTRE KIRKSTALL</b></p> <p>To consider the attached report of the Head of Scrutiny and Member Development</p>	5 - 20
8			<p><b>INQUIRY ON THE INTEGRATED TRANSPORT STRATEGIES FOR LEEDS AND THE WIDER REGION - DRAFT FINAL REPORT &amp; RECOMMENDATIONS</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	21 - 32
9			<p><b>ANNUAL REPORT 2009/10</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	33 - 42

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>FORWARD PLAN OF KEY DECISIONS AND LATEST EXECUTIVE BOARD MINUTES</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	43 - 88

# Agenda Item 6

## SCRUTINY BOARD (CITY AND REGIONAL PARTNERSHIPS)

THURSDAY, 4TH MARCH, 2010

**PRESENT:** Councillor S Smith in the Chair

Councillors B Atha, G Driver, J Dunn,  
A Hussain, M Lyons, J Matthews and  
R Pryke

### 61 Chair's Opening Remarks

The Chair welcomed all in attendance to the March meeting of the Scrutiny Board (City and Regional Partnerships). In particular, the Chair welcomed students from Leeds Trinity College to the meeting.

### 62 Declarations of Interest

There were no declarations of interest.

### 63 Apologies for Absence

Apologies for absence were submitted by Councillors Davey, Fox, Robinson and Shelbrooke.

### 64 Minutes - 4th February 2010

**RESOLVED** – That the minutes of the meeting held on 4<sup>th</sup> February 2010 be confirmed as a correct record.

### 65 Joint Service Centre Kirkstall

The Head of Scrutiny and Member Development submitted a report which presented the “lessons learned” report on the Joint Service Centre Project.

The following officers attended the meeting to present the report and respond to Members’ questions and comments:

- David Outram, Chief Officer, Public Private Partnership Unit
- David Grooby, Executive Project Manager, Public Private Partnership Unit.

In brief summary, the key areas of discussion were:

- Confirmation that NHS Leeds had participated fully in developing the “lessons learned” report.
- Concern that NHS Leeds did not have a suitable tool for appraising service and funding priorities. Consequently they had difficulty assessing the value for money aspect of the programme. It was reported that Leeds City Council’s corporate project management

Draft minutes to be approved at the meeting  
to be held on Friday, 16th April, 2010

methodology “Delivering Successful Change” could provide the basis for the Council and NHS Leeds to develop a joint cost benefit analysis / options appraisal tool. This shared methodology should ensure a shared and consistent understanding of service needs. In addition, it should ensure that project benefits were developed at the outset of any future project developed in partnership.

- Concern at the Corporate Governance arrangements of NHS Leeds. It was reported that the Corporate Governance and Audit Committee had recently approved a Governance Framework for Significant Partnerships, which NHS Leeds might find useful.
- Clarification about whether there was a timescale for implementing improvements. It was reported that no target timescale had been agreed, although dialogue was taking place to address a number of issues.
- Development of the “total place” agenda, particularly around enhancing existing facilities, one-stop shop provision, etc.
- The need to bring stakeholders together, particularly, practitioners, health and children’s services.
- Recognition of the need to develop local provision.

#### **RESOLVED –**

- (a) That the report and information appended to the report be noted.
- (b) That the Scrutiny Board considers the draft statement and recommendations at its meeting on 16<sup>th</sup> April 2010.
- (c) That the draft statement includes a recommendation that NHS Leeds be asked to provide details of the refurbishment work to be undertaken at the existing Kirkstall Health Centre following the decision by NHS Leeds not to proceed with the Joint Service Centre.

(Councillor Hussain arrived at 10.10 am during the consideration of this item.)

#### **66 Comprehensive Area Assessment 2009 - Area Assessment Report**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report which presented the 2009 Area Assessment report for Leeds. The Scrutiny Board was asked to consider the relevant parts of the Area Assessment report which were within the remit of the Board.

The Chair welcomed to the meeting the following officers to present the report and respond to Members’ questions and comments:

- Steve Clough, Head of Policy, Performance and Improvement Team
- Heather Pinches, Performance Manager, Planning, Policy and Improvement Directorate.

The Head of Policy, Performance and Improvement Team, identified the following issues for consideration by the Scrutiny Board:

- Duplication of information by partners in surveys, etc.

Draft minutes to be approved at the meeting  
to be held on Friday, 16th April, 2010

- The speed at which the Scrutiny Board was able to respond to performance issues.
- Value for money across the partnership and the need to manage resources effectively.

In brief summary, the main areas of discussion were:

- The role of the Public Sector Resources Partnership Group. It was advised that that the group was chaired by Alan Gay, Director of Resources and consisted of senior partner representatives.
- Recognition nationally that the Audit Commission Report needed to be more accessible.
- Concern about the need to address local concerns, particularly issues around transport infrastructure.
- Concern about the extent to which local people had been consulted on the report. It was reported that a Place Survey had been undertaken to take account of public views.
- The need to be more explicit about areas that had been allocated a red flag, specifically relating to safeguarding and burglary in parts of Leeds.
- Concern that the information about burglary trends in east Leeds was incorrect, specifically that burglary was high in Harehills not Osmondthorpe and this had not been accurately reflected at the drafting stage. The Head of Policy, Performance and Improvement reported that it might be possible to include an addendum with the correct information.
- A view by some members that there were too many strategies and plans.

## **RESOLVED –**

- (a) That the report and information appended to the report be noted.
- (b) That the Head of Policy, Performance and Improvement reports back to the Scrutiny Board on the possibility of including an addendum to the report, highlighting the correct levels of burglary in Harehills and Osmondthorpe.

(Councillor Dunn left the meeting at 11.24 am during the consideration of this item.)

## **67 Current Work Programme**

A report was submitted by the Head of Scrutiny and Member Development which detailed the Scrutiny Board's work programme for the remainder of the current municipal year.

Appended to the report for Members' information was the current version of the Board's work programme, an extract from the Forward Plan of Key Decisions for the period 1<sup>st</sup> March to 30<sup>th</sup> June 2010, which related to the Board's remit, together with the minutes from the Executive Board meeting held on 12<sup>th</sup> February 2010.

**RESOLVED** – That the work programme be approved.

**68 Date and Time of Next Meeting**

Friday 16<sup>th</sup> April 2010 at 10.00 am with a pre-meeting for Board Members at 9.30 am.

(The meeting concluded at 11.32 am.)



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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (City & Regional Partnerships)**

**Date: 16th April 2010**

**Subject: Board's Statement on the Joint Service Centre Kirkstall**

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**Electoral Wards Affected: All**



Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1.0 Introduction**

- 1.1 Scrutiny Board (City & Regional Partnerships) has now completed its investigation into the decision of NHS Leeds not to proceed with the Joint Service Centre in Kirkstall. The Board is now in a position to report on its findings and its conclusions and recommendations resulting from the evidence gathered.
- 1.2 A copy of the draft statement and recommendations is now attached for consideration at today's meeting, along with a summary of the evidence considered during the investigation.
- 1.3 Scrutiny Board Procedure Rule 14.2 states that " where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".
- 1.4 The Assistant Chief Executive (Planning, Policy and Improvement) has been consulted and any comments or advice received will be reported at the meeting today.

**2.0 Recommendations**

- 2.1 The Board is requested to:-
- (i) Agree the Board's final Statement and recommendations.
  - (ii) Request that a formal response to the recommendations is produced in line with normal procedures for scrutiny inquiry reports as set out in Scrutiny Procedure Rule 15.1.

**Background Papers - None Used**

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**Scrutiny Board  
(City & Regional Partnerships)**

**Statement on Kirkstall Joint  
Service Centre**

**DRAFT ONLY**

**April 2010**



# Introduction and Scope

## Introduction

1. At our meeting on 10th September 2009 reference was made to the fact that the proposal for a new Joint Service Centre at Kirkstall had stalled.
2. We were advised that three Joint Service Centres at Chapeltown, Harehills and Kirkstall had been procured via the Leeds Improvement Finance Trust (LIFT) in which the Council is a strategic partner with NHS Leeds (formerly Leeds Primary Care Trust).
3. We recognised that the provision of Joint Service Centres was an important strand of the Council's Strategic Plan - contributing towards tackling the health and social inequalities prevalent in the city, through "narrowing the gap"
4. We agreed to raise this matter with the Chair of the Scrutiny Board (Health) to ascertain if this Board could undertake scrutiny of this issue if Scrutiny Board (Health) had no plans to do so.
5. We were subsequently advised that Scrutiny Board (Health) had no spare capacity to scrutinise this issue in detail during the current municipal year.
6. We decided to investigate this matter and determined not to undertake a full scrutiny inquiry but to investigate the matter and publish a Statement and recommendations on our findings.
7. We agreed to keep the Scrutiny Board (Health) informed of our findings.

## Scope of the Statement

8. We agreed to examine the following areas:
  - Progress made with regard to the provision of Joint Service Centres at Chapeltown, Harehills and Kirkstall.
  - Identify the reasons for any delay in the provision of the three Joint Service Centres.
  - Identify the process and rules that apply to the funding of these centres and the consequences of any delay.
  - Role and responsibilities of the Council and NHS Leeds for delivery of this project.



# Conclusions and Recommendations

9. We received a report from the Deputy Chief Executive of the Council on the Joint Service Centres which was considered by the Executive Board on 14th October 2009. This report described the progress and budget implications associated with the delivery of the Joint Service Centres at Chapeltown and Harehills.
10. It was clear from the report that the two Joint Service Centres at Chapeltown and Harehills were progressing well and that the current programme anticipated a completion date of the 18th October 2010 and 28th June 2010 respectively.
11. We noted with concern that the Deputy Chief Executive's report stated that further option appraisals were currently being undertaken by NHS Leeds, with regard to the proposed Kirkstall Joint Service Centre.
12. On 22nd October 2009 NHS Leeds submitted to the Scrutiny Board the following statement:

*"NHS Leeds Board signed up to Kirkstall Joint Service Centre in April 2009. NHS Leeds is committed to delivering Children's and Adolescent Mental Health Services (CAMHS) from this centre. The council believe that this would not meet the criteria for PFI credits and have asked NHS Leeds to consider alternatives.*

*Some proposals have been produced but these require consideration for clinical suitability and service needs.*

*Following this, a paper will be presented to the NHS Leeds Board in November.*

*We will continue to work closely with*

*council colleagues and, following the NHS Leeds Board meeting in November, will ensure that the Scrutiny Board (Health) and the City and Regional Partnerships Scrutiny Board are kept informed."*
13. We received a briefing paper from NHS Leeds' Acting Director of Finance updating us on the reasons why NHS Leeds Board (at its meeting on 19th November 2009) was unlikely to continue to support a Joint Service Centre for Kirkstall.
14. The briefing paper stated that this joint project was proposed in 2003. Since that time there had been a number of major changes in the factors which would influence a decision as to whether NHS Leeds could continue to participate in this project not least being a PCT merger and the changing economic environment.
15. We noted that the NHS Leeds view that the service needs underpinning the project had changed over the period. A recent review by NHS Leeds had concluded that there was no need for additional or significant improvements in premises for GPs in Kirkstall. In addition, plans for a wide ranging minor surgery services in the community had also been revised by the NHS Leeds.
16. We acknowledged that a review by NHS Leeds Provider Arm service in 2008/09 had identified that there was a need to improve the configuration of services for Child and Adolescent Mental Health Services (CAMHS) and that the lack of consolidated premises



# Conclusions and Recommendations

for this service was a significant drawback in this respect.

17. The review also concluded that there was no other need for service development or expansions in any other services that the NHS Leeds provides in Kirkstall and that there was sufficient capacity within NHS Leeds to accommodate all foreseen service developments. As a consequence in July 2009 NHS Leeds approved a preferred option for the Joint Service Centre at Kirkstall whereby the CAMHS service would be relocated from the Cringlebar and Bramley sites into the new Joint Service Centre.
18. We were advised that the Council had subsequently informed NHS Leeds that it considered this would not meet the requirements for a Joint Service Centre, as the CAMHS service would require a separate entrance and users of the service would be unlikely to make use of the range of other services in the Joint Service Centre, such as advice, benefits and library services. The Council requested NHS Leeds to give further thought to their other options.
19. We were informed that NHS Leeds Board on 19th November 2009 had considered a report of the Acting Executive Director of Finance, NHS Leeds and had decided not to proceed with a Joint Service Centre for Kirkstall. We were provided with a copy of the report which had been considered by NHS Leeds Board.
20. We were concerned that the agenda for NHS Leeds Board on 19th

November 2010 had no item indicating that this project was to be considered at this meeting. The matter was dealt with in private session without the public present and consequently there was no public discussion or debate on this issue. We regard this to be contrary to the 2003 Department of Health Code of Practice on Openness in the NHS.

## Recommendation 1

That NHS Leeds be asked to review their governance process in line with the Department of Health Code of Practice 2003 in order to ensure that

(i) the public is advised of all matters to be considered at NHS Leeds Board meetings whether to be held in public or in private session and

(ii) that all appropriate reports are made available at the time the agenda is released.

20. We expressed grave concern that at the 11<sup>th</sup> hour there had been a change of heart on the part of NHS Leeds. The City Council had been working on this joint project in good faith with the PCT since 2003. Even as late as October 2008, NHS Leeds had been consulting widely with local residents on the proposal, raising peoples expectations and aspirations for the area. This last minute change of heart and policy was a bitter disappointment for local residents and Ward Members, who were hoping that this project would help to kick-start the re-generation of this part of Kirkstall,



# Conclusions and Recommendations

21. We made reference to the level of resources the Council had effectively wasted in pursuing this joint proposal.
22. We were subsequently advised by the Public Private Partnerships Unit (PPPU) that the estimated cost of work carried out by them in respect of the Kirkstall Joint Service Centre was between £114,588 and £135,991 plus the cost of financial advisors and technical support. This estimate excluded any client costs from Environment and Neighbourhoods or Customer Services departments.
23. We requested a "lessons learned" report on this project as a consequence of NHS Leeds deciding to withdraw from this project.
24. We were informed that PPPU was to hold a "lessons learned" seminar on 4th February 2010<sup>1</sup> with the PCT, LIFT Company, Council Team and other Stakeholders in order to prepare a report for consideration by our Board.
25. We considered this "lessons learned" report at our Board meeting in March 2010 and believed it to be a comprehensive and thorough review of the issues involved. This report and the actions to be taken had been agreed with NHS Leeds and other stakeholders.
26. We took the view that implementation of the actions proposed would help to safeguard the Council's position and provide greater clarity as to the commitments and responsibilities of all stakeholders at the Pre Procurement and Procurement Stages for joint

projects of this kind.

## **Recommendation 2**

That the "Lessons Learned" report on the Joint Service Centre project be endorsed including the recommendations for improvement as set out in appendix 1 of this Statement.

## **Recommendation 3**

That the Public Private Partnerships Unit and NHS Leeds and other stakeholders submit a joint report to this Scrutiny Board before 31st December 2010 on the progress in implementing the recommendations for improvement detailed in appendix 1 of this Statement.

## **Recommendation 4**

That this Statement be submitted to Scrutiny Board (Health) for information at its meeting in April 2010.

27. We were advised by the Acting Director of Finance, NHS Leeds that consideration would be given to making improvements to the existing Health Centre in Kirkstall.

## **Recommendation 5**

That NHS Leeds be asked to submit a paper to this Board and Kirkstall ward members on the improvements they intend to make to the existing Health centre before September 2010.

<sup>1</sup> *as part of the project appraisal undertaken on PPPU projects*

## KEY LESSONS LEARNT SUMMARY

### What Could Have Been Improved and How?

Outlined below is a summary of the key lessons learnt.

Category	What Could Have Been Improved	Recommendation for Improvement
Affordability and Best Value	It was noted that often projects have funding streams attached which changes the focus from options appraisal and value for money to securing funding for projects. E.g. the incentives to retain PFI credits.	Options appraisals should clearly evaluate all procurement options available, including a do nothing option. As the PCT did not have PFI available to them for JSC, partners funding of revenue needs to be properly considered.
Affordability and Best Value	<p>The PCT did not have a suitable tool for appraising service and funding priorities. Consequently they had difficulty assessing the value for money of the programme. Affordability should not be confused with Value for Money.</p> <p>Consequently when the Kirkstall scheme was reviewed in 2009 the previous justification for the PCT element of the project did not stand up to scrutiny.</p> <p>Differences in sources of funding (the Council were granted PFI credits) may have led to a divergence in prioritisation of the programme between the Council and PCT.</p>	<p>That a cost benefit analysis / options appraisal tool is developed jointly by the Council and PCT. Leeds City Council has an existing options appraisal methodology and the corporate project management methodology "Delivering Successful Change" may also provide a basis for developing this.</p> <p>A shared methodology should ensure a shared and consistent understanding of service needs and project benefits is developed at the outset of any future project developed in partnership. Affordability should not be confused with Value for Money.</p>

Category	What Could Have Been Improved	Recommendation for Improvement
Guidance and Documentation	The Department for Health business case guidance changed during the procurement.	Guidance can be followed and changes can be taken account of relatively easily. However, it is not Government Guidance that is important; it is ensuring you have a business case that is robust and agreed within your service.
Leadership and Managing the Process	Project Management arrangements at the PCT were not properly embedded in governance processes. Consequently as corporate priorities changed and as major restructuring of the organisation was undertaken the links between the JSC programme and PCT strategy and management were not consistent or effective. It was therefore difficult to manage decision making and to ensure the project was progressed in line with PCT corporate priorities and managerial support.	That work is undertaken with partner organisations to ensure that a formal governance structure with clear roles and responsibilities is set up at the very beginning of the project including communication strategy and reporting processes.
	Communication of formal decisions between the PCT and LCC could have been improved.	As above.
	Stage 1 of the procurement was fast tracked through the Strategic Health Authority approval process, which resulted in disproportionate levels of work and decision making being deferred to stage 2.	Ensure that a realistic programme is agreed and planned in sufficient detail.
	The PCT lacked sufficient estates experience to inform the JSC programme.	That a shared review of available skills and experience is undertaken with partner organisations and experience is lacking in certain areas consideration is given to sharing resources and / or accessing external advice.

Category	What Could Have Been Improved	Recommendation for Improvement
Project Principles	The PCT did not have a sufficiently clear vision for the JSC programme with objectives set which aligned corporate and service strategies and that in the case of the Kirkstall centre they felt the emphasis for development was placed on the building rather than the services required.	That work is undertaken with partner organisations to ensure that a cost benefit analysis is produced to inform the options appraisal and Outline Business Case. The reason to go ahead with the project needs to be addressed at the start of the project and the questions: “is it right?” and “is it viable?” need to be addressed at the start. Also, “what do you need?” not “what do you want?”.
Risk Management	None	N/A
Stakeholder Management and Communication	The timing of PCT stakeholder consultation could have been improved. Buy in from stakeholders in decision making positions was lacking, leading to decisions not being made at the right times.  Stakeholder management with regards the Kirkstall highways issues could have been improved, although development of the ultimate workable solution was felt to have been successful.	That work is undertaken with partner organisations to ensure that a communications strategy is clearly developed.
Technical and Statutory Issues	None	N/A
Understanding the Market	None	N/A

## What Went Well and Why?

Outlined below is a summary of the key lessons learnt.

Category	What Went Well	Recommendation
Affordability and Best Value	Of the 3 centres planned the 2 that were delivered were within the budget set. The service mix, however, changed significantly as a result of the changing requirements of LCC and the PCT.	Ensure that a cost benefit analysis is produced to inform the options appraisal and Outline Business Case. Affordability should not be confused with Value for Money.
Guidance and Documentation	None	N/A
Leadership and Managing the Process	Harehills and Chapeltown have been successfully delivered in the context of major organisational and service change.	Consider the lessons learned from Chapeltown and Harehills (subject of a separate report) for other projects / programmes.
	The project team worked well together (including the SHA and advisors), which was illustrated by the fact that Commercial and Financial Close was achieved in relative short timescales bearing in mind the additional scrutiny required of the PCT and SHA.	Spend time building the team. That work is undertaken with partner organisations to ensure that a formal governance structure with clear roles and responsibilities is set up at the very beginning of the project including communication strategy and reporting processes.
	The design competition for Kirkstall worked very well and delivered a well developed, flexible reference scheme in a short time period.	Consider different models to develop schemes on a project by project basis.
Project Principles	None	N/A

Category	What Went Well	Recommendation
Risk Management	The City Council risk management process that was adopted later in the programme by the Council, PCT and Liftco worked well.	Ensure that a robust risk management process is in place and followed.
Stakeholder Management and Communication	Stakeholder management was good with regards to who was consulted.	That work is undertaken with partner organisations to ensure that a communications strategy is clearly developed.
Technical and Statutory Issues	None	N/A
Understanding the Market	<p>The JSC programme would not have been delivered without the involvement of Liftco. In a competitive process it is likely that bidders would have walked away due to the delay and uncertainty.</p> <p>Tranche 3 (Chapelton and Harehills) was sustained because tranches 1 and 2 had given Liftco an ongoing delivery role working in partnership with the PCT and Council.</p>	<p>That the advantages of partnership working need to be taken account of / considered at the options appraisal stage.</p> <p>They also need to be communicated to stakeholders.</p>
	Over the course of the project the Liftco process developed a challenge role that broke down barriers between organisations and encouraged dialogue.	



## NEXT STEPS

	<b>Action</b>	<b>Action Owner</b>
1.	Present the Lessons Learned Report to the Joint Service Centres Project Board and the Strategic Partnering Board for information.	D Grooby
2.	Present the Lessons Learned Report to Scrutiny Board.	D Outram
3.	Feedback the Lessons Learned Report to the PCT.	V Pejhan-Sykes
4.	Present the Lessons Learned Report to the Public Private Partnerships Unit management team for information.	D Grooby
5.	Dissemination to the project team.	D Grooby
6.	Dissemination to PPPU Governance function who will then: <ul style="list-style-type: none"> <li>• Be responsible for developing, maintaining and communicating a PPPU wide Lessons Learned Log and act as a central repository for valuable PPPU lessons learned information.</li> <li>• Share lessons learned with other Project Teams, Project Boards and the Strategic Investment Board.</li> </ul>	D Grooby
7.	The Council and PCT to consider the joint development of a cost benefit analysis / options appraisal tool.	D Outram & V Pejhan-Sykes



# Evidence

## **Monitoring arrangements**

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

## **Reports and Publications Submitted**

- Report of the Deputy Chief Executive dated 14th October 2009
- Statement by NHS Leeds dated 22nd October 2009
- Briefing Paper by NHS Leeds for the Scrutiny Board on 5th November 2009
- Report of the Acting Director of Finance NHS Leeds to NHS Leeds Board on 19th November 2009
- Media Statement by NHS Leeds dated 19th November 2009
- Reports of the Head of Scrutiny and Member Development to meetings on 5th November and 9th December 2009 and 4th March and 16th April 2010



# Evidence

## **Witnesses Heard**

- Mr David Outram, Chief Officer, Public Private Partnerships Unit, Leeds City Council
- Ms Visseh Pejhan-Sykes, Acting Director of Finance, NHS Leeds
- Mr Andy Taylor, Chair of the Plan Review Board
- Mr David Grooby, Executive Project Manager PPPU

## **Dates of Scrutiny**

10th September 2009

5th November 2009

9th December 2009

4th March 2010

16th April 2010



**Scrutiny Board (City & Regional Partnerships) Statement on Kirkstall Joint Service Centre**

**Date April 2010  
Report author: Richard Mills**

**[www.scrutiny.unit@leeds.gov.uk](mailto:www.scrutiny.unit@leeds.gov.uk)**



Originator: Richard Mills

Tel: 247 4557

## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (City & Regional Partnerships)

Date: 16th April 2010

Subject: Inquiry into the Integrated Transport Strategies for Leeds and the Wider Region

<p><b>Electoral Wards Affected: All</b></p>          <input type="checkbox"/> Ward Members consulted (referred to in report)	<p><b>Specific Implications For:</b></p> <p>Equality and Diversity <input type="checkbox"/></p> <p>Community Cohesion <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p>
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## 1.0 Introduction

- 1.1 Scrutiny Board (City & Regional Partnerships) has now completed its inquiry into the integrated transport strategies for Leeds and the wider region. The Board is now in a position to report on its findings and its conclusions and recommendations resulting from the evidence gathered.
- 1.2 A copy of the draft final report and recommendations is now attached for consideration at today's meeting, along with a summary of the evidence considered during the inquiry.
- 1.3 Scrutiny Board Procedure Rule 14.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".
- 1.4 The Director of City Development has been consulted and any comments or advice received from her will be reported at the meeting today.

## 2.0 Recommendations

- 2.1 The Board is requested to:-
  - (i) Agree the Board's final report and recommendations.
  - (ii) Request that a formal response to the recommendations is produced in line with normal procedures for scrutiny inquiry reports as set out in Scrutiny Procedure Rule 15.1.

**Background Papers - None Used**

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**DRAFT**

# Scrutiny Inquiry Report

## Integrated Transport Strategies for Leeds and the Wider Region

**April 2010**



# Introduction and Scope

## Introduction

1. At the start of the 2009/2010 municipal year, we agreed to carry out an inquiry into the Integrated Transport Strategies for Leeds and the Wider Region.
2. In June 2009 we discussed the Local Transport Act 2008 and its implications for decision making both within Leeds and more widely. As a consequence we were keen to explore the development of arrangements with partner organisations to deliver better services.
3. We wanted to consider the way in which the needs and priorities of Leeds as a city are represented in transport planning. In particular we wanted to consider the integration of transport strategies and the role of the West Yorkshire Integrated Transport Authority (WYITA)<sup>1</sup>.
4. An important driver for this inquiry was the Local Area Agreement strategic outcome *“Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours”*.
5. In addition, as enhancing transport connectivity is a central feature of the Leeds City Region Multi Area Agreement. We believed it was vital that the needs of the city are appropriately represented at every level.

## Scope of the Inquiry

6. We agreed to examine the following areas:
  - The way in which the needs of Leeds and its citizens are served by the existing strategic arrangements, at city and regional level.
  - The impact which the Local Transport Act (2008) will have on existing arrangements and priorities, and in particular the way in which the new powers of the WYITA will be used to further those objectives which are of particular importance to Leeds.
  - The governance arrangements for transport strategy within West Yorkshire and in the Leeds City Region and the way in which the needs of the people of Leeds are represented at each level.

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<sup>1</sup> The WYITA replaced the West Yorkshire Passenger Transport Authority on the 9th February 2009



# Conclusions and Recommendations

## Transport Governance Arrangements

7. We noted that the Local Transport Act 2008 urged Metropolitan District Councils and their Integrated Transport Authorities (ITAs) to take advantage of the provisions within the Act to strengthen governance arrangements. The purpose was to introduce more strategic and efficient management of transport across the Metropolitan area and potentially a wider city region area. The objective was to avoid the fragmentation, identified in the Act as a major problem, which occurs because district councils have responsibilities for highways functions and the ITA has responsibility for the public transport function. The Transport Act provides the opportunity for an Integrated Transport Authority with broader powers and the skills necessary to overcome this fragmentation, taking a more strategic approach but with one voice for transport and an emphasis on delivery.
8. We were provided with a copy of Atkins Consultants report which focused on a review of transport governance arrangements undertaken on behalf of Leeds City Region partners.
9. We noted that there was strong support amongst partners for a wider city region Integrated Transport Authority and noted that any formal arrangements would require the agreement of North Yorkshire County Council and the City of York to progress. As this has not been achieved, a more incremental set of reforms have been agreed by the City Region Leaders Board as a first stage:
  - A formal governance scheme for West Yorkshire and;
  - A strengthened partnership arrangement for the city region.
10. We were advised that the Leaders' Board earlier in 2009 had agreed to progress the development work needed to implement the governance reforms for the West Yorkshire Integrated Transport Authority (WYITA), with strengthened city region partnership; in accordance with the recommendations made by Atkins Consultants.
11. At our meeting in October 2009 we were advised of the progress made by the City Region Partnership; designated a Forerunner City Region by the Government; to develop Forerunner proposals which would bring a range of freedoms and flexibilities to the City Region.
12. We were informed that a Leeds City Region Transport Strategy was to be approved by the Leaders at the Transport Summit in Harrogate in November 2009.
13. The forerunner pilot agreement was subsequently signed by the Leaders with the Minister for Communities and Local Government (CLG) and the Department for Business Innovation and Skills (BIS) Rosie Winterton MP along with other city region representatives on 27th November 2009. The LCR Transport Strategy was also approved at this meeting.



# Conclusions and Recommendations

14. We recognised that the Leeds City Region Transport strategy, forms an integral part of the more locally focused Local Transport Plans (LTP) and will set the transport vision and direct future major investment decisions, policies and actions across the region.

## West Yorkshire

15. For West Yorkshire, Atkins proposed that the new, more focussed ITA would develop, coordinate, and allocate funding for, the implementation of the LTP3 Schemes which will be implemented through the existing district delivery arrangements with all traffic, highway and street powers remaining with the districts. A Power of Direction could be made available to the ITA to ensure agreed LTP priorities are delivered effectively.

## Leeds City Region

16. For the wider City Region partnership, Atkins proposed that the reforms included a strengthened Transport Panel with some decision making powers devolved to it, for example, from the Leaders' Board. The Transport Panel will be responsible for delivering the City Region Transport Strategy and the Multi Area and Forerunner Agreements.

17. We support the view that there needs to be a degree of delegation from the Leaders' Board (and other bodies) to the Leeds City Region Transport Panel to increase the capacity and to strengthen its role particularly as the Chair of the Panel will champion the transportation cause at a regional and national level.

18. We noted that the potential for the Panel to be convened under Joint Committee arrangements needed further examination and advice from the Legal Officers Group but initial feedback was that a Leeds City Region Transport Joint Committee would be feasible.

19. We acknowledged that the greater decision making powers that would flow to the Panel would necessitate a review of a number of issues e.g.

- Clarification of where the powers would come from (e.g. DfT, Leaders' Board, individual Local Authorities, WYITA/ Metro);
- Membership review – inclusion of key stakeholders e.g. Yorkshire Forward, Government Office and Local Authorities not currently Panel members;
- The merits of weighted voting and veto rights would need discussion and clarification;
- Scrutiny arrangements to ensure transparency and accountability; and,
- Depending on the outcome of the above, the role and Membership of the Connectivity Partnership would also need to be clarified.

### **Recommendation 1**

We recommend that the proposed revised Terms of Reference for the Leeds City Region Transport Panel as set out in Appendix 1 of this report be used as the basis for further iterations of the Terms of Reference and consideration by all the parties concerned.



# Conclusions and Recommendations

## West Yorkshire Integrated Transport Authority (WYITA) - Interim Arrangements

- 20. Our attention was drawn to the fact that Atkins made a strong recommendation that the new WYITA needed to be more strategic in its modus operandi and recommended the number of WYITA Members should be reduced, from the current number of 22 to 10. The proposal was that the 10 would comprise relevant Cabinet / Executive Members from each of the 5 authorities responsible for Highways & Transportation. A change from 22 to 10 would require a change in legislation. We noted that Atkins had advised that due to the nature and complexity of the statutory and Parliamentary processes involved this could take up to 2 years before any reforms could be implemented, on a formal basis.
- 21. We were concerned that this approach of reducing membership of the WYITA from 22 to 10 would reduce local representation and make proportionality difficult to achieve.
- 22. We were aware that there had been consistent opposition to Atkins proposal from existing Members of the WYPTA.
- 23. The WYITA supported an alternative proposal which maintained a larger West Yorkshire ITA membership but with an Executive formed from within that membership. The WYITA argument was that this combination of approaches facilitated in the wider WYITA, appropriate representation of both population and political mix, whilst an Executive Board of say eight in number could deliver efficient decision making and achieve political balance. We were informed that the WYITA has when

establishing any committee, to have regard to the appropriate Local Government Acts which require political balance.

- 24. At our meeting in October we supported the proposed interim arrangements that would see the establishment of an eight member Executive Board with effect from 1 January 2010.
- 25. We believe that these interim arrangements will bring about stronger governance arrangements that provide clear strategic transport direction which would not in any way prohibit a future submission of a formal governance scheme at a later date.

### Recommendation 2

We endorse the establishment of an 8 Member Executive Board for the WYITA which came into effect on 1st January 2010. We note that the 8 Members will be selected from the overall membership of 22 and recommend that representation on the Executive Board come from all 5 West Yorkshire authorities.

- 26. We noted that the full WYITA has a role in relation to scrutiny, audit and governance.

### Recommendation 3

We note that the full WYITA has an important scrutiny role to perform but would welcome the development of scrutiny arrangements for the city region as a whole that are regionally based to aid the transparency, objectivity, efficiency and accountability of the process and ask the Leaders Board to give consideration to this proposal.



# Conclusions and Recommendations

27. We noted the concerns expressed by the Director General of Metro on behalf of Mr Ian Williams, Director of Business Representation and Policy, Chamber of Commerce regarding the need to have private business sector representation on the WYITA.

28. We supported the principle of business and community representation on the WYITA but without voting rights.

#### **Recommendation 4**

We support the need to consider how private and community sector representation could be achieved on the WYITA without voting rights and ask that this be considered in a future review.

29. We welcomed the statement by the Director General of Metro that the WYITA intend to proceed with the introduction of Quality Bus Contracts (QBC) that will impose on operators a level and frequency of bus service on specific routes as part of a bus strategy that forms part of the Local Transport Plan.

#### **Recommendation 5**

We strongly support the decision of the WYITA to proceed with the introduction of Quality Bus Contracts as a means of imposing on operators a level and frequency of bus service that is required on specific routes.

30. We understand that a more detailed work programme around transport governance issues have yet to be developed because the City Development department, Metro and the

WYITA are awaiting feedback from the Department for Transport (DfT) on the processes that would need to be followed for any future submission of a formal governance scheme.

#### **Recommendation 6**

That a further report on transport governance issues be submitted to this Scrutiny Board for consideration once a more detailed work programme has been developed.



# Evidence

## **Monitoring arrangements**

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

## **Reports and Publications Submitted**

- Reports of the Chief Officer Highways and Transportation
- Atkins Report
- Report of the Director General of Metro
- Report by Parish Councillor George Hall.



# Evidence

## **Witnesses Heard**

- Mr Gary Bartlett, Chief Officer Highways and Transportation, Leeds City Council
- Councillor Ryk Downes, Chair of the West Yorkshire Integrated Transport Authority (WYITA)
- Mr Kieran Preston, Director General Metro
- Councillor G E Hall, Barwick and Scholes Parish Councillor

## **Dates of Scrutiny**

10th September 2009

8th October 2009

7th January 2010

16th April 2010



# Appendix 1

## **Leeds City Region Transport Panel**

### **Revised draft terms of reference**

The proposal is that a revised City Region Transport Panel will be a formally constituted Joint Committee with powers delegated to it from Central Government, the City Region Leaders' Board, Local Authorities and other agencies, as appropriate. It will be a political body making strategic decisions on transport for the City Region.

The Panel will:

1. Be responsible for the production, monitoring and implementation of the City Region Transport Strategy
2. Be responsible for prioritising major transport investment projects via the Regional Funding Allocation and any pooled resources or other funding mechanisms
3. Ensure alignment of LTP policies and programmes across the City Region
4. Bring about strengthened partnership arrangements and alignment of programmes and budgets with the Department for Transport, the Highways Agency and Network Rail.
5. Ensure the City Region Transport Strategy aligns with the economic, regeneration and spatial plans for the City Region
6. Be consulted on and will make comment (non-statutory, in the first

instance) on major applications, plans and major policy documents affecting the City Region at local, regional or national levels

7. Champion and provide the political voice on transport for the City Region
8. Co-ordinate policy and decision making by having strong links with other Joint Committees and Panels

The Panel will:

1. Comprise representatives from each of the LCR Transport Authorities and be Portfolio holders and/or Cabinet/ Chair/ Executive Members.
2. Comprise no more than 10 Members (5 from West Yorkshire, City of York, North Yorkshire County Council, Barnsley, West Yorkshire ITA and South Yorkshire ITA.
3. Be supported by a revised Connectivity Partnership
4. Keep the Leaders' Board informed of progress via regular updates and reports.
5. Have the facility to involve non-elected and non-voting representatives to advise the Panel, as and when appropriate.
6. Be subject to Scrutiny arrangements

**Scrutiny Board (City & Regional Partnerships) Integrated Transport Strategies  
for Leeds and the Wider Region**

**Date April 2010**

**Report author: Richard Mills**



[www.scrutiny.unit@leeds.gov.uk](mailto:www.scrutiny.unit@leeds.gov.uk)

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (City & Regional Partnerships)

Date: 16th April 2010

Subject: Annual Report 2009/2010

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Electoral Wards Affected: All

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 Purpose of the report

1.1 The purpose of this report is to present the draft of the Board's contribution to the Scrutiny Boards Annual Report.

### 2.0 Introduction

2.1 Members will be aware that the operating protocols for Scrutiny Boards require the publication of an Annual Report to Council.

2.2 This is the Board's opportunity to contribute to that Annual Report.

### 3.0 Draft Annual Report

3.1 Attached is a draft of this Board's proposed submission which includes an introduction from the Chair and details of the work undertaken by the Board in this municipal year.

3.2 This year attention will be given to further ensuring that each of the Scrutiny Boards submissions follow the same order and layout and whilst the content will not change there may be some changes necessary when the final document is published.

### 4.0 Recommendation

4.1 Members are asked to note paragraph 3.2 and approve the Board's contribution to the composite Annual Report.

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# Scrutiny Board (City & Regional Partnerships)



Councillor Steve Smith  
Chair of Scrutiny Board  
(City & Regional  
Partnerships)

## **Membership of the Board:**

Councillor Steve Smith (Chair)  
Councillor Bernard Atha CBE  
Councillor Patrick Davey  
Councillor Geoff Driver  
Councillor Jack Dunn  
Councillor Clive Fox  
Councillor Arif Hussain  
Councillor Mick Lyons OBE  
Councillor Jamie Matthews  
Councillor Ralph Pryke  
Councillor Frank Robinson  
Councillor Alec Shelbrooke

## **The Chair's summary**

If you access the Leeds City Region web site<sup>1</sup> you will see that Leeds is at the forefront of what has been described as a quiet revolution in pioneering new arrangements that see central government devolving real powers over jobs, skills, transport, housing and low carbon developments so that they can be delivered close to the community we serve.

The Leeds City Region Partnership Pilot Agreement which was signed in November 2009 has four priorities, Housing and Regeneration, Innovation, Transport and Skills and Worklessness. This agreement fundamentally changes the way in which local government operates. It is quite astonishing to see the work that has been undertaken to date and anticipate the further developments which are still to be put in place.

The new Governance arrangements that are being introduced under a new model of economic leadership, exemplify subsidiarity; taking decisions through a partnership of local authorities. The challenge ahead is to develop new scrutiny arrangements which are accountable and transparent and are also based on subsidiarity.

The Board this year has considered in some detail a number of new governance structures that have been put in place for the Leeds City Region. We have looked at

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<sup>1</sup> [www.leedscityregion.gov.uk/home.aspx](http://www.leedscityregion.gov.uk/home.aspx)

the establishment of an Employment Skills Board and a Joint Housing and Regeneration Board with the Homes and Communities Agency (HCA).

We undertook an inquiry on the Integrated Transport Strategies for Leeds and the wider region. We looked particularly at a revised City Region Transport Panel to be established as a formally constituted Joint Committee with powers delegated to it from central government, the City Region Leaders Board, Local Authorities and other agencies as appropriate. In tandem we considered proposals to establish an 8 Member Executive Board for the West Yorkshire Integrated Transport Authority to provide strong leadership to drive devolved planning and funding decisions.

Further governance arrangements are being explored including one with Yorkshire Forward and the HCA of a Joint Investment Board which will join up investment planning across the full city region agenda. I hope that scrutiny has a role to play in its establishment and operation.

For each of the four priorities the Leeds City Region has agreed performance indicators with Government and relevant agencies which will enable the progress of the pilot programme to be measured. There is clearly a role for scrutiny here.

With the approval of Scrutiny Board (Health) we looked at the decision of NHS Leeds not to proceed with the Joint Service Centre at Kirkstall and issued a statement and recommendations on our findings including "lessons learned".

We also contributed to the development of a new Vision for Leeds 2011 to 2030 and continued to track and monitor our Scrutiny Board recommendations during the year.

We explored the Total Place Government initiative that brings a "whole area" approach to public services in order to identify and avoid overlap and duplication and so deliver a step change in both service improvement and efficiency. Whilst Leeds is not included in the pilot study we have already identified a number of initiatives that are being pursued.

I am extremely grateful to my colleagues on the Board for their support, commitment and advice. I would also like to thank the many officers and other witnesses who have attended and contributed to the Board meetings during the year.

**Cllr Steve Smith, Chair of Scrutiny Board (City & Regional Partnerships)**

# Inquiry on the Integrated Transport Strategies for Leeds and the Wider Region

## Summary

In June 2009 we discussed the Local Transport Act 2008 and its implications for decision making both within Leeds and more widely. As a consequence we agreed to undertake an inquiry on the integrated transport strategies for Leeds, West Yorkshire and the Leeds City Region. We looked particularly at the new powers of the West Yorkshire Integrated Transport Authority and the new governance arrangements being proposed.

## Anticipated service benefits

Increasing accessibility and enhancing transport connectivity through investment in a high quality transport system that ensures the needs of the city, West Yorkshire and the Leeds City Region are appropriately represented at every level.

### Our main recommendations

We recommend that the proposed revised Terms of Reference for the Leeds City Region Transport Panel be used as the basis for further iterations of the Terms of Reference and consideration by all the parties concerned.

We endorse the establishment of an 8 Member Executive Board for the WYITA which came into effect on 1st January 2010. We note that the 8 Members will be selected from the overall membership of 22 and recommend that representation on the Executive Board come from all 5 West Yorkshire authorities.

We note that the full WYITA has an important scrutiny role to perform but would welcome the development of scrutiny arrangements for the city region as a whole that are regionally based to aid the transparency, objectivity, efficiency and accountability of the process and ask the Leaders Board to give consideration to this proposal.

We support the need to consider how private and community sector representation could be achieved on the WYITA without voting rights and ask that this be considered in a future review.

We strongly support the decision of the WYITA to proceed with the introduction of Quality Bus Contracts as a means of imposing on operators a level and frequency of bus service that is required on specific routes.

That a further report on transport governance issues be submitted to this Scrutiny Board for consideration once a more detailed work programme has been developed.



Quality Bus Contracts

# Statement on Kirkstall Joint Service Centre

## Summary

In September 2009 we were advised that the proposal for a new Joint Service Centre in Kirkstall had stalled. This project was one of three proposed new Joint Service Centres for the city. We found that the Joint Service Centre in Harehills and the one for Chapeltown were progressing well and on schedule for completion in 2010. We looked at the reasons for the delay and the subsequent decision of NHS Leeds not to proceed with the Kirkstall Joint Service Centre.

## Anticipated service benefits

We recognised that the provision of these Joint Service Centres were an important strand of the Council's Strategic Plan which will contribute towards tackling the health and social inequalities prevalent in the city. Our investigation held NHS Leeds to account for their decision and provided an opportunity to identify a number of "lessons learned".

" Even as late as October 2008, NHS Leeds had been consulting widely with local residents on the proposal for a Joint Service Centre in Kirkstall. This raised people's expectations and aspirations for the area. This last minute change of heart and policy was a bitter disappointment for local residents and Ward Members, who were hoping that this project would help to kick-start the re-generation of this part of Kirkstall,

Councillor Bernard Atha  
Kirkstall Ward



That NHS Leeds be asked to submit a paper to this Board and Kirkstall ward members on the improvements they intend to make to the existing Health centre before September 2010.

## Our main recommendations

That NHS Leeds be asked to review their governance process in line with the Department of Health Code of Practice 2003 in order to ensure that

- (i) the public is advised of all matters to be considered at NHS Leeds Board meetings whether to be held in public or in private session and
- (ii) that all appropriate reports are made available at the time the agenda is released.

That the "Lessons Learned" report on the Joint Service Centre project be endorsed including the recommendations for improvement as set out in appendix 1 of our Statement.

That this Statement and recommendations be submitted to Scrutiny Board (Health) for information at its meeting in April 2010.

That Public Private Partnerships Unit submit a report to this Scrutiny Board before 31st December 2010 on the progress in implementing the recommendations for improvement detailed in our Statement.

## Other work of the Board

### City Region Governance Arrangements

We received an update on the City Regions Forerunner Agreement which the Council signed on 27th November 2009. This brings new freedoms and flexibilities devolved from central Government to promote local leadership and accelerate economic growth on transport, innovation, housing and Skills.



Public Services

### Total Place

We considered the Total Place government initiative that looks at a 'whole area' approach to public services which can lead to better services at less cost. It seeks to identify and avoid overlap and duplication between organisations – delivering a step change in both service improvement and efficiency. We have asked to receive the key findings of national pilots as they become available. Total Place is a new initiative the local level, as well as across Whitehall.

### Yorkshire Forward

In December the Chief Executive of Yorkshire Forward, Tom Riordan gave us an overview of the role and work of Yorkshire Forward. He outlined a number of schemes which have been supported by Yorkshire Forward here in Leeds and the wider region.



Leeds 2



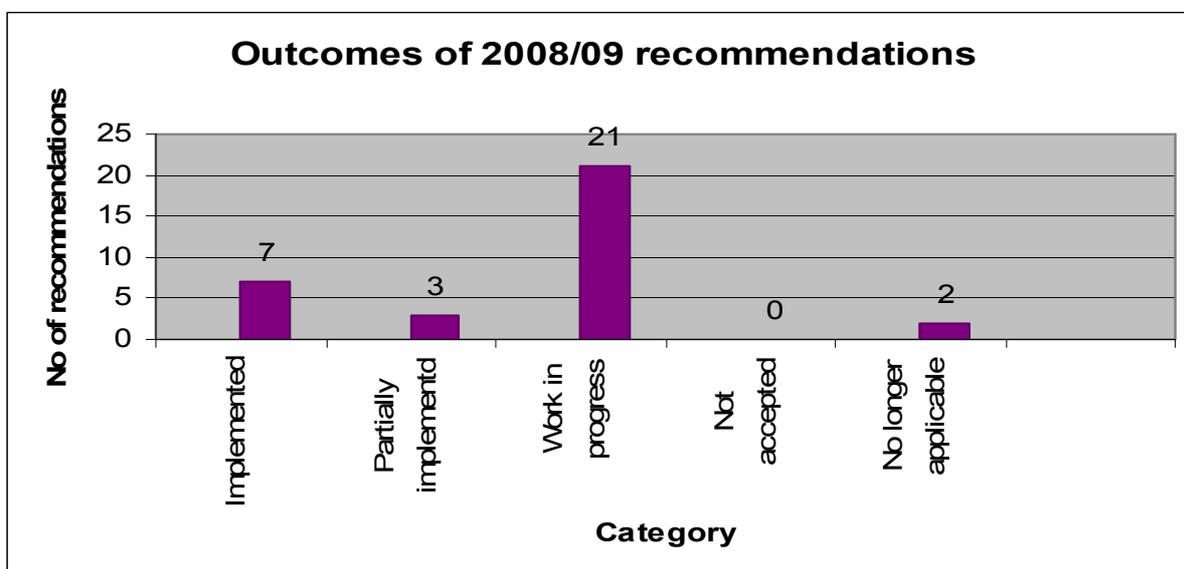
### Vision for Leeds 2011 to 2030

We were consulted on the work being undertaken by Leeds Initiative to develop a new Vision for Leeds, We supported the addition in the document of a response to the current economic situation and environmental issues including climate change

## Outcome of recommendations made in 2008/09

The Scrutiny Board (City & Regional Partnerships) carried out 2 inquiries in 2008/09, which resulted in 33 recommendations. This section highlights some key examples of where these recommendations have resulted in service benefits, or otherwise added value.

- As part of our inquiry into the role of the Voluntary Community and Faith Sector (VCFS) in Council led community engagement we recommended that the Director of Environment and Neighbourhoods co-ordinates work across the Council to undertake a Compact for Leeds awareness and compliance self assessment.. This has resulted in a review of the Compact for Leeds and a work programme to embed this across all Council activity. The department completed the review in January 2010. We are continuing to monitor this recommendation.
- In our inquiry into Skills we recommended that the Director of Children's Services work with our partners and neighbouring local authorities to ensure wherever possible that there are no artificial barriers that would prevent young people accessing the full curriculum, at the most convenient place geographically, regardless as to where local authority boundaries are. A Memorandum of Understanding has been developed jointly between the local authorities of Leeds, Bradford, Calderdale, Kirklees and Wakefield. The Executive Board approved the Memorandum on 9th December 2009 and in doing so endorsed the partnership approach we proposed. This recommendation has therefore been implemented.
- We recommended in our VCFS inquiry report that the Assistant Chief Executive Planning, Policy and Improvement consider how best to promote the aims benefits and use of the tool Talking Point. This tool has been further communicated to all internal and external stakeholders including the new A to Z of Council services, sent with Council tax booklets and through the LAA Strategy Group. Discussions are also continuing with our partners (NHS Leeds, ALMOs) about future sharing of Talking Point. This recommendation has therefore been implemented



## **The Board's full work programme 2009/10**

### **Requests for scrutiny**

**None**

### **Review of existing policy**

- Inquiry on the integrated transport strategies for Leeds and the wider region
- Statement on the Joint Service Centre at Kirkstall
- Total Place initiative

### **Development of new policy**

- City region employment and skills board

### **Monitoring scrutiny recommendations**

- Inquiry report into skills
- Inquiry report into the role of the voluntary, community and faith sector (VCFS) in Council led community engagement

### **Performance management**

- Vision for Leeds 2011 to 2030
- Comprehensive Area Assessment Report 2009

### **Briefings**

- Constitutional amendments
- KPMG scrutiny review
- City region governance arrangements
- Planning documents from partner organisations
- Yorkshire Forward's role and investment in Leeds, West Yorkshire and the wider region

### **Call Ins**

**None**

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Originator: Richard Mills

Tel:247 4557

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## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (City and Regional Partnerships)

Date: 16th April 2010

Subject: Forward Plan of Key Decisions and most recent Executive Board Decisions

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#### Electoral Wards Affected: All

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1.0 Introduction

- 1.1 Today's meeting will conclude the Board's current Work Programme in 2009/10.
- 1.2 Appendix 1 is the current Forward Plan of Key Decisions for the period 1st April to 31st July 2010.
- 1.3 Appendix 2 provides Members of the Board with the latest Executive Board minutes

## 2.0 Recommendations

- 2.1 The Board is requested to note this report.

### Background Papers

None used

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APPENDIX 1

# FORWARD PLAN OF KEY DECISIONS

1 April 2010 – 31 July 2010

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
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**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 April 2010 to 31 July 2010

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Award of autism supported living framework arrangement and immediate subsequent award of contract for 17 bed autism supported living service To agree the award of framework, and note the subsequent tender award	Director of Adult Social Services	1/4/10	Service Users and Carers have been involved in the process	A Delegated Decision Panel Report	Director of Adult Social Services helen.gee@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Grants to Major Arts Organisations Approve levels of funding	Chief Officer Libraries, Arts and Heritage	1/4/10	Applications subject to scrutiny by appropriate officers	Grant applications of Major Arts Organisations	Chief Officer Libraries, Arts and Heritage catherine.blanshard@leeds.gov.uk
Holbeck Urban Village - Section 106 Monies and Priorities for Spend To support the dark arches and green linkages projects as priorities for spend of section 106 monies	Chief Planning Officer	1/4/10	Wide ranging public consultation has previously been undertaken on the schemes under the remit of the HUV Public Realm Project Board and reported through regularly to the HUV Partnership Board. The report identifying the priorities for spend has been approved by the HUV Public Realm Board. The HUV Partnership Board to be consulted on the 4 <sup>th</sup> March.	Report	Chief Planning Officer vanessa.allen@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Tall Buildings Design Guide To approve the Tall Buildings Design Guide as a Supplementary Planning Document (SPD)	Chief Planning Officer	1/4/10	Consultation on the draft document has already taken place consistent with the relevant requirements	Executive Board Report	Chief Planning Officer henry.skrzypecki@leeds.gov.uk
Adaptations 2010/11 To seek delegated authority to release expenditure of £400,000 on Adaptations from April 2010 to March 2011	Director of Adult Social Services	1/4/10	Environment and Neighbourhoods and service users	Design and Cost Report	Director of Adult Social Services terry.butterfield@leeds.gov.uk
Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance	Chief Planning Officer	1/4/10	Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and other bodies	Report and Morley Conservation Area Appraisal and Management Plan	Chief Planning Officer richard.taylor@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Extensions to various repair and maintenance contracts for the ALMOs and BITMO            BITMO,ENE.AVH and WNW responsive repair contracts. WNW, ENE and AVH gas maintenance contracts x2 and BITMO gas maintenance contract.            Void security contract.            Domestic re wires.            To extend the contract listed on the attached so that they terminate at the date that the newly procured contracts commence. The extensions are in line with the current contractual arrangements which allow for extensions.</p>	<p>Chief Housing Services Officer</p>	<p>1/4/10</p>	<p>Previously undertaken</p>	<p>Repair and maintenance contracts</p>	<p>Chief Housing Services Officer            john.statham@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Funding for Voluntary Sector Organisations delivering youth work in 2010/11</p> <p>Waiver of Contracts Procedure Rules in relation to Youth Work delivered by VCFS organisations in 2010/11</p>	<p>Chief Officer - Early Years and Integrated Youth Service</p>	<p>1/4/10</p>	<p>N/A</p>	<p>Waiver of contract procedure rules in relation to Youth Work delivered by VCFS organisations in 2010/11</p>	<p>Chief Officer - Early Years and Integrated Youth Service john.paxton@leeds.gov.uk</p>
<p>Request to invoke Contract Procedure Rule 31.1 and waive Contract Procedure Rule 13 in respect of the award of a contract to Methodist Homes to provide support and care to the residents of South Leeds Extra Care Housing Scheme</p> <p>To waive Contract Procedure Rules in respect of the award of the contract to provide support and care to the residents of South Leeds Extra Care Housing Scheme to Methodist Homes for the Aged</p>	<p>Director of Adult Social Services</p>	<p>1/4/10</p>	<p>Elected Members, local residents, service users</p>	<p>Report to the Director</p>	<p>Director of Adult Social Services tim.o'shea@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 6 month extension period, to the existing 18+6 month Service Level Agreement with West North West Homes Sheltered Housing Service for the Pudsey, Guisely, Otley, Ireland Wo</p> <p>Request to invoke Contract Procedure Rule 25.1 to allow the invocation of the 6 month extension period, to the existing 18+6 month Service Level Agreement with West North West Homes Sheltered Housing Service for the Pudsey, Guisely, Otley, Ireland Wood, Bramley, and Headingley area services at a total service level agreement value of approximately £882,270.17 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/4/10</p>	<p>N/A</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Adult Social Services neil.evans@leeds.gov.uk</p>

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East Leeds Household Waste Sort Site Re-development To award contract to redevelop this waste recycling facility	Chief Officer Environmental Services	1/4/10	Local residents and Councillors prior to works commencing	Tender Documents	Chief Officer Environmental Services susan.upton@leeds.gov.uk
Catering Consumables Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract	Director of Resources	1/4/10	Group consultation on quality of product / Consultation with Existing Supplier	Tender Specifications	Director of Resources mandy.snaith@leeds.gov.uk
Provision of Community Living Project for Children and Young People in Leeds Delegated Decision Required to Commission a Community Living Service for Young People	Chief Officer - Children and Young People Social Care	1/4/10	n/a	Report to be presented to the Delegated Decision Panel	Chief Officer - Children and Young People Social Care mary.cousins@leeds.gov.uk

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Miscellaneous Properties Major Repairs Allowance Authority to spend for the 2010-11 capital programme on properties returning to LCC from third party leases & on estate shops.	Director of Resources	1/4/10	Previously undertaken	Report  The report to be issued to the decision maker with the agenda for the meeting	karen.chiverall@leeds.gov.uk
Allocation of HRA subsidy refund Agreement on the allocation of £4.6m HRA subsidy refund	Director of Environment and Neighbourhoods	1/4/10	Elected Members, ALMOs, BITMO	None.	paul.langford@leeds.gov.uk
Request to enter into a contract with Manchester Methodist Housing Association (Great Places) Request to enter into a contract with Manchester Methodist Housing Association (Great Places)	Director of Environment and Neighbourhoods	1/4/10	N/A	Report to be presented to the Delegated Decision Panel	neil.evans@leeds.gov.uk

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23 and 25 Middleton Park Road Authority to re-build 2 properties demolished in domestic gas explosion with HRA monies previously identified for decant and clearance of Sissons Road, Middleton	Director of Resources	1/4/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources karen.chiverall@leeds.gov.uk
Framework Agreement for Technical Advisors for PFI Projects Approval to issue OJEU notice for the procurement of the framework agreement	Director of Resources	1/4/10	Not applicable (Advisors from Client Departments)	Report to Board	Chief Officer (PPPU) david.outram@leeds.gov.uk

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Award of a four year framework contract to provide "Emergency Waste and Recycling Collections" To approve the award of the above contract to those organisations selected following a competitive procurement exercise using the accelerated restricted procedure	Chief Officer Environmental Services	1/4/10	Legal and Democratic Services, HR, Streetscene Services	Contract Award Report	Chief Officer Environmental Services susan.upton@leeds.gov.uk
Low Energy Combined Heat and Power Plant at Yarn Street The Council will receive and programme manage up to £1.7m capital funding on behalf of the homes and Communities Agency to grant fund a low carbon combines heat and power plant serving up to 280 new homes to be built at Yarn Street, Hunslet which will enable residents to benefit from low cost energy	Director of Environment and Neighbourhoods	1/4/10	Consultation has already taken place with the Homes and Community Agency and the site developer. Local consultation was undertaken for housing development at the site as part of the Planning Application process.	Regeneration Management Team Report	Director of Environment and Neighbourhoods peter-anderson.beck@leeds.gov.uk

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Fresh Meat, Cooked meats and Halal provision Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract	Director of Resources	1/4/10	Group consultation on quality of product / Consultation with Existing Supplier / Muslim Panel	Tender specifications	Director of Resources mandy.snaith@leeds.gov.uk
Great Preston CE Primary School Approval to carry out a third phase of refurbishment and remodelling works at Great Preston CE Primary School, and to incur expenditure from the approved capital programme.	Director of Resources	1/4/10	Great Preston CE Primary High School	Design and Cost Report	Director of Resources tony.palmer@educationleeds.co.uk

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Relocation of Education Leeds staff from Elmete and Blenheim sites to Adams Court Approve injection to capital programme funded by prudential borrowing, and authorise expenditure on the relocation project	Executive Board (Portfolio: Central and Corporate)	7/4/10	Asset Management Board and Education Leeds	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer, Corporate Property Management john.kearsley@leeds.gov.uk
Director of Public Health Approval to proceed to jointly appoint with NHS Leeds the post of Director of Public Health	Executive Board (Portfolio: Adult Social Care)	7/4/10	NHS Leeds	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services john.england@leeds.gov.uk
Adult Social Care and Leeds Partnership Foundation Trust Mental Health Approval of proposal to develop a new model of partnership working between LPFT and ASC around mental health service delivery	Executive Board (Portfolio: Adult Health and Social Care)	7/4/10	Consultation with mental health service users and staff will be a key part of the project to develop a new model of service and their input will be sought throughout	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services john.lennon@leeds.gov.uk

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<p>Design and Cost Report, Proposed Leeds Arena</p> <ol style="list-style-type: none"> <li>1. To authorise design and cost freeze at RIBA Stage D for the proposed arena.</li> <li>2. To authorise the incurring of expenditure at £3m from existing capital scheme no 13307 on the development of the arena.</li> <li>3. To endorse the appointment of a preferred and reserve contractor to construct the proposed arena and the appointment of a technical advisor to monitor the contractor's design team outputs.</li> <li>4. To note the progress made in the proposed development of the arena.</li> </ol>	Executive Board (Portfolio: Development and Regeneration)	7/4/10	Leeds Arena Project Board, Yorkshire Forward, SMG	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development martin.farrington@leeds.gov.uk

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<p>Update to Executive Board on Lettings Policy Review This report updates Executive Board on developments since the Executive Board meeting in July 2009, and is on the government's statutory guidance on allocations. It covers progress made on:</p> <ul style="list-style-type: none"> <li>• Improving the management and allocation of tenancies</li> <li>• Greater sharing of information with the Police</li> <li>• the possibility of developing quotas or giving higher preference to good tenants</li> <li>• incorporating government guidance which allows local authorities to give greater preference to meet local priorities</li> <li>• ensuring the proposals for the lettings policy review are legally robust and contribute to the Council's equality duties</li> </ul>	Executive Board (Portfolio: Neighbourhoods and Housing)	7/4/10		The report to be issued to the decision maker with the agenda for the meeting	Chief Housing Services Officer kathryn.bramall@leeds.gov.uk

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Joint Commissioning and Service Integration with Health: Next Steps Executive Board are requested to approve the next stage of the programme of work to further joint commissioning and service integration between Health Services and Leeds City Council	Executive Board (Portfolio: Adult Health and Social Care)	7/4/10	Stakeholders and Partners	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services john.england@leeds.gov.uk
To award a contract to Methodist Homes Request to waive contract procedure rule 13 in respect of the Moor Allerton Extra Care Housing Scheme (Yew Tree Court) and Dementia Day Care Scheme (Bay Tree Resource Centre)	Director of Adult Social Services	7/4/10	Legal and Procurement	Report to the DASS	Director of Adult Social Services dennis.holmes@leeds.gov.uk

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<p>Major Building Works in relation to the Expansion of a number of Primary Schools in Leeds</p> <p>Approval to proceed with a major building programme to expand a number of primary schools in Leeds during 2010 in order to accommodate additional school pupils, and to incur expenditure from the approved capital programme</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>7/4/10</p>	<p>All schools that will be subject to building works, Leeds City Council Planning Department</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds tony.palmer@educationleeds.co.uk</p>
<p>Formation of New Children's Trust Board and Revised Leeds Safeguarding Children Board</p> <p>Executive Board will be asked to endorse the proposal to establish a new Children's Trust Board and revised Leeds Safeguarding Children Board</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>7/4/10</p>	<p>Discussions and consultation with a range of partners and stakeholders, including partners currently involved in existing Children's Trust arrangements.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Children's Services martyn@stenton@leeds.gov.uk</p>

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West Leeds SILC outcomes of consultation	Executive Board (Portfolio: Children's Services)	7/4/10		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds stuart.gosney@educationleeds.co.uk
Outcome of consultation on proposals to make changes to Horsforth Primary Schools Permission to publish statutory notice to make changes to Horsforth Primary Schools	Executive Board (Portfolio: Children's Services)	7/4/10	Consultation ran Jan/Feb 2010, statutory notice likely to run April/May 2010	The report to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds george.turnbull@educationleeds.co.uk
The future of Girls only provision in Leeds To receive the outcome of public consultation and consider the publication of a Statutory Notice	Executive Board (Portfolio: Children's Services)	7/4/10	Detailed in report	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds ros.vahey@educationleeds.co.uk
The future of Primrose high school To receive the outcome of public consultation and consider the publication of a statutory notice	Executive Board (Portfolio: Children's Services)	7/4/10	Detailed in report	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds dorothy.smith@educationleeds.co.uk

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The future of Parklands girls school To receive the outcome of public consultation and consider the publication of a Statutory Notice	Executive Board (Portfolio: Children's Services)	7/4/10	Detailed in report	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds pat.toner@educationleeds.co.uk
The Future of the City of Leeds School To receive the outcome of public consultation and consider the publication of a Statutory Notice	Executive Board (Portfolio: Children's Services)	7/4/10	Detailed in report	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds dorothy.smith@educationleeds.co.uk
Outcome of consultation on proposals to expand six primary schools Permission to publish statutory notice to expand six primary schools	Executive Board (Portfolio: Children's Services)	7/4/10	Consultation ran Jan/Feb 2010, statutory notice likely to run April/May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds george.turnbull@educationleeds.co.uk
Free swim Capital Modernisation - Pot 4 To inject Sport England Capital Grant and LCC match funding into the Capital Programme and request authority to spend	Executive Board (Portfolio: Leisure)	7/4/10	Executive Member	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development mark.allman@leeds.gov.uk

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Agenda for Improved Economic Performance To agree the "Agenda for Improved Economic Performance" as part of the Council's Budget and Policy Framework	Executive Board (Portfolio: Development and Regeneration)	7/4/10	Draft has been subject to widespread consultation and to be considered by Scrutiny Board in February 2010	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development paul.stephens@leeds.gov.uk
Outcome of the consultation on 2011 admission arrangements Approval of the recommendations	Executive Board (Portfolio: Children's Services)	7/4/10	4 <sup>th</sup> December 2009 to 5 <sup>th</sup> February 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds barbara.comiskey@educationleeds.co.uk
Basic Need Programme for Primary Schools 2010	Executive Board (Portfolio: Children's Services)	7/4/10		The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds jackie.green@educationleeds.co.uk

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<p>West Leeds Academy To agree the disposal of the site of the former Intake High School (E-ACT) to the Edutrust Academies Charitable Trust for the Leeds West Academy</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>7/4/10</p>	<p>Executive Board, Ward Members, staff and parents were consulted on the decision to open an Academy on the former Intake High School site</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development nigel.bamford@leeds.gov.uk</p>
<p>Chapelton JSC piazza and landscaping</p> <ul style="list-style-type: none"> <li>• Support scheme design and costs</li> <li>• Give authority to spend £260,000 (Please note that this provisional cost estimate to be confirmed later) from Town and District Centre Regeneration Scheme: Chapelton Piazza 12154.JSC/LAN</li> </ul>	<p>Director of Resources</p>	<p>15/5/10</p>	<p>Consultation has already been undertaken with Local Councillors, Joint Leader of the Council, JSC Project Board and Town and District Centre Programme Board.</p>	<p>Design and Cost Report</p>	<p>Director of Resources franklin.riley@leeds.gov.uk</p>

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<p>Household Waste Sorting Site (HWSS) Strategic Review Agree</p> <ul style="list-style-type: none"> <li>• Policy for provision of HWSS based on national standards, best practise and Leeds specific population/tonnage data</li> <li>• Policy on cross border use</li> <li>• Number of HWSS required in total</li> </ul>	Executive Board (Portfolio: Environmental Services)	19/5/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services susan.upton@leeds.gov.uk
<p>Telecare Equipment for the Leeds Telecare Service 2010/2011 Executive Board authority to release capital expenditure of £1,000,000 on Telecare Equipment for the Leeds Telecare Service from April 2010 to March 2011</p>	Executive Board (Portfolio: Adult Health and Social Care)	19/5/10	NHS Leeds, Environment and Neighbourhoods and service users	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services terry.butterfield@leeds.gov.uk

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Grounds Maintenance Contract	Executive Board (Portfolio: Environmental Services)	19/5/10	Various key stakeholders have been consulted, including all Area Committees, as set out in the report	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services stephen.smith@leeds.gov.uk
Review of Area Functions Endorsement of the review of Area Functions for 2010/11	Executive Board (Portfolio: Neighbourhoods and Housing)	19/5/10	Elected Members, Area Committees, Regeneration Management Teams	The report is to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods liz.jarmin@leeds.gov.uk
Mobile solution for Arthouse February 2010	Executive Board (Portfolio: Neighbourhoods and Housing)	19/5/10	With Arms Length Management Organisations and Belle Isle Management Organisation	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods simeon.perry@leeds.gov.uk
Sustainable Buildings Strategy Approval requested	Executive Board (Portfolio: Development and Regeneration)	19/5/10	September Strategic Investment Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.uk

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<p>A653 Dewsbury Road Bus Priority Measures, Ring Road, Beeston Park Bus Lane</p> <p>Permission to construct the scheme, subject to satisfactory funding arrangements being in place on return of tenders. The works are required to provide a quality bus corridor identified in the LTP and are an intrinsic part of the Yorkshire Bus Initiative.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>19/5/10</p>	<p>Initial Member consultation has taken place.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development jean.dent@leeds.gov.uk</p>
<p>Community Asset Strategy Approval requested</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>19/5/10</p>	<p>Asset Management Board 24<sup>th</sup> July</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development john.ramsden@leeds.gov.uk</p>

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Framework contract for the supply of Passenger Transport Awarding of framework contract for the supply of Passenger Transport from 1 <sup>st</sup> August 2010 to 31 <sup>st</sup> July 2012. Plus option to extend for two years.	Director of Resources	1/6/10	All interested Taxi and Private hire operators have been invited to two days of briefing sessions which have been scheduled for 18 and 19 <sup>th</sup> March	Tender documents	Director of Resources julie.hatton@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write offs for the period 1 <sup>st</sup> October 2009 to 31 <sup>st</sup> March 2010	Chief Revenues and Benefits Officer	1/6/10	Director of Resources	Report on values by type	Chief Revenues and Benefits Officer steve.carey@leeds.louv.uk
Collection of debts other than Local Taxation Approval to write off debts other than Local Taxation for the period 1 <sup>st</sup> April 2009 to 31 <sup>st</sup> March 2010	Chief Revenues and Benefits Officer	1/6/10	Director of Resources	Report on values by type	Chief Revenues and Benefits Officer peter.hutchinson@leeds.gov.uk

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60 Sholebroke Avenue To dispose or lease at less than best an asset with a value of more than £250k	Executive Board (Portfolio: Environment and Neighbourhoods)	16/6/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods karen.chiverall@leeds.gov.uk

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<p>The Leeds Regeneration Framework, 2010 to 2030 Approval of the Leeds Regeneration Framework. This includes :-</p> <ol style="list-style-type: none"> <li>1. The strategy element, which consists of the Vision, the new objectives and the mechanism for determining where, when and how regeneration should take place across Leeds over the next 20 years.</li> <li>2. The programme element, which sets out the headline milestones to be achieved within each of our current and planned major regeneration programmes.</li> </ol>	Executive Board (Portfolio: Neighbourhoods and Housing)	16/6/10	<p>A wide-ranging consultation process has been ongoing since Sept 2009. This has been led by the Chief Regeneration Officer, and has involved a large number of internal and external stakeholders. Papers on the proposed framework have been taken to, and supported by, a number of key groups, including Strategic Leadership Team, Worklessness Strategic Outcomes Group and Narrowing the Gap Board. In addition, consultation has taken place with senior management teams across the Council, and with Members and Chief Officers. Further consultation is planned for early next year, including with the Youth Parliament.</p>	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods stephen.boyle@leeds.gov.uk

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<p>The Future of Council Housing Project</p> <p>The project's objective is to deliver an appraisal which will identify, assess and recommend the most desirable, viable and achievable option(s) to deliver the long term vision for council housing in Leeds</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>16/6/10</p>	<p>With all key stakeholders including Members, Tenants and Leaseholders, Housing Providers internal and external</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer neil.evans@leeds.gov.uk</p>
<p>Review of the in-house Community Support Domiciliary Care Service</p> <p>To approve proposed changes including the development of a reablement service</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>16/6/10</p>	<p>Area Committees and Ward Councillors</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services lynda.bowen@leeds.gov.uk</p>

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Social Care Systems Review Programme Capital Programme funding is required to support the implementation of a change programme including the procurement and implementation of a new Information Management System across Children and Young People's Social and Adult Social Care	Executive Board (Portfolio: Adult Health and Social Care)	16/6/10	Prior to June 2010 Executive Board, consultation will be performed with Adult Social Care DMT, Children and Young Peoples SLT, Social Care Services Board and the Corporate Leadership Team and Lead Members	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services stephen.hume@leeds.gov.uk
Lifetime Neighbourhoods for Leeds - Round 6 housing PFI Project Updated position on the round 6 housing PFI Project	Director of Environment and Neighbourhoods	16/6/10	Refer to Appendix 3 of Executive Board 12 February 2010	Executive Board report 12th Feb 2010 and Outline Business Case	Director of Environment and Neighbourhoods christene.addison@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
<p>Winrose Supported Housing Project - Lease To approve the creation of a lease at less than best consideration between the Council and Belle Isle Tenant Management Organisation to cover 10 supported housing units at the Winrose Project, 54 Winrose Drive, LS10, Leeds. This will enable BITMO to give residents the appropriate form of tenure to comply with the Supporting People contract for the project</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>16/6/10</p>	<p>Previously undertaken with residents and local Councillors</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Housing Services Officer maureen.boyle@leeds.gov.uk</p>
<p>New Chapter for Leeds Libraries To consult on proposals to make Leeds Libraries and Information Service more relevant to peoples' needs in response to their changing use.</p>	<p>Executive Board (Portfolio: Leisure)</p>	<p>16/6/10</p>	<p>To commence after Executive Board call in period for 6 weeks to be followed by further report to future Executive Board meeting.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development catherine.blanshard@leeds.gov.uk</p>

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Asset Management Plan and Capital Strategy Approval of the Capital Strategy and Asset Management Plan	Executive Board (Portfolio: Development and Regeneration)	16/6/10		The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.uk
Holt Park Wellbeing Centre - Approval to submit the Final Business Case to Department of Health and Execution of the Contract for the Holt Park Well Being Centre	Executive Board (Portfolio: Adult Health and Social Care)	16/6/10	Public, Executive Members for Leisure and Adult Health and Social Care	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development ed.mylan@leeds.gov.uk
Financial Health Report-outturn In noting the financial position at the year end for the Authority, a decision will be required as to the treatment of any variation identified.	Executive Board (Portfolio: Central and Corporate)	16/6/10		The report to be issued to the decision maker with the agenda for the meeting	Director of Resources doug.meeson@leeds.gov.uk
Self Directed Support Recent progress report on SDS implementation and agree start date for SDS and all new customers	Executive Board (Portfolio: Adult Health and Social Care)	21/7/10		The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services john.lennon@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
Treatment of kerbside collected food waste Approval of strategy and business case for procurement of food waste processing capacity	Executive Board (Portfolio: Environmental Services)	21/7/10	Waste Solution Programme Board, Planning, City Development	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods andrew.mason@leeds.gov.uk
St Mary's Catholic Comprehensive School, Menston: Artificial Sports Pitch Approval to proceed with the provision of a new artificial sports pitch at St. Mary's Catholic Comprehensive School in Menston, and to incur expenditure from the approved capital programme.	Executive Board (Portfolio: Children's Services)	21/7/10	St. Mary's Catholic Comprehensive School, Menston	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds tony.palmer@educationleeds.co.uk
Grant Agreement to Marketing Leeds 2010-11 Approval of the Marketing Leeds Grant Agreement 2010-11	Chief Executive	1/4/10		Grant Agreement with Marketing Leeds and attached appendices	Chief Executive susan.hardy@leeds.gov.uk

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
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## EXECUTIVE BOARD

WEDNESDAY, 10TH MARCH, 2010

**PRESENT:** Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,  
S Golton, R Harker, P Harrand,  
J Monaghan, J Procter and K Wakefield

Councillor R Lewis – Non-Voting Advisory Member

### 195 Exclusion of the Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as 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 public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 3 to the report referred to in minute 196 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is not in the public interest to disclose this information at this point in time as it could undermine the method of disposal, should that come about and affect the integrity of disposing of the property. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to this or other similar transactions in that prospective purchasers of this or other similar properties would have information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendices A and B to the report referred to in minute 202 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that disclosure at this stage in the Large Casino licence application process would be prejudicial. The public interest in maintaining the exemption in relation to this document outweighs the public interest in disclosing the information by reason of the fact that it contains information relating to financial and business affairs of the Council which, if disclosed may prejudice the development of the Casino project and may adversely affect the business of the Council.

**196 The Former Royal Park Primary School and The Strategic Review of Household Waste Sorting Sites and Bring Sites**

**RESOLVED** – That the two reports entered onto the agenda on the above subjects be withdrawn from consideration at this meeting.

**197 Minutes**

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> February 2010 be approved.

**DEVELOPMENT AND REGENERATION**

**198 Deputation to Council - Mayor for the Day - "You Don't Have to Spend a Fortune to Make a Difference"**

The Director of City Development submitted a report in response to the deputation to Council from Brigshaw High School and Language College regarding its 'Mayor for the Day' manifesto entitled, 'You don't have to spend a fortune to make a difference'.

**RESOLVED** – That the recommendations in response to the various elements of the deputation, as contained in appendix B to the submitted report, be approved.

**199 Deputation to Council - Young People from the Miles Hill Estate requesting Traffic Calming Measures on the Estate**

The Director of City Development submitted a report in response to the deputation to Council from young people of the Miles Hill estate requesting traffic calming measures on the estate.

**RESOLVED -**

- a) That the report and the actions being taken to progress 20 mph zones within the city as described therein be noted.
- b) That the monitoring and review of potential 20 mph zones as the basis for determination of future priorities and the inclusion of the Miles Hill area within that process be endorsed.
- c) That the issues raised concerning the Miles Hill area shall be considered when reviewing 20 mph zone proposals as part of the development of investment proposals for the Local Transport Plan programme from April 2011 onwards.
- d) That the proposals to offer the Speed Information Device to the residents in the interim period be endorsed.

**200 Deputation to Council - Moorland Road Residents regarding the Speed Limit on Moorland Road, Bramhope**

The Director of City Development submitted a report in response to the deputation to Council from residents of Moorland Road, Bramhope, regarding the speed limit on the road.

**RESOLVED** – That the contents of the report be noted and approval be given in principle to a Traffic Regulation Order for a speed limit of 30mph with repeater signs being progressed on Moorland Road and Occupation Lane with MICE (Members' Improvements in the Community and Environment) funding.

**201 Revisions to the Local Development Scheme**

The Director of City Development submitted a report outlining proposed changes to the current Local Development Scheme.

**RESOLVED –**

- (a) That, with reference to discussions held at the meeting of the Development Plan Panel on the day previous to this meeting and to comments now made, the Director of City Development be authorised to amend the scheme for submission in those respects, in consultation with the Executive Member (Development and Regeneration), subject to details of such amendments being provided to all members of the Board.
- (b) That the Director of City Development be authorised to make the appropriate revisions to the Council's Local Development Scheme to reflect the changes set out in section 4 of the report, and as referred to in (a) above, and to submit the revised LDS to the Secretary of State pursuant to section 15 of the Planning and Compulsory Purchase Act 2004. Further, should a direction be received from the Secretary of State under section 15(4), the Director of City Development be authorised to make any necessary changes to the revised LDS prior to it coming into effect in order to comply with the direction.
- (c) That that the revised Local Development Scheme shall be brought into effect as from 1 May 2010 subject to one of the statutory requirements below having been met. Namely:
- Before the end of a 4 week period starting on the day on which the Council submit the revision to the Secretary of State, the Council receive notice from the Secretary of State that he does not intend to give a direction under section 15(4); or
  - The 4 week period has ended and the Council have not received either a direction under section 15(4) from the Secretary of State or notice that he requires more time to consider the revision; or
  - The Council have received a direction under section 15(4) and have either complied with it (as varied by any further direction), or have received a direction revoking it; or
  - The Council have received notice from the Secretary of State that he requires more time to consider the revision and either subsequently receive notice from the Secretary of State that he does not intend to give a direction under section 15(4) or

Draft minutes to be approved at the meeting  
to be held on Wednesday, 7th April, 2010

such a direction is received and the Council have complied with it (as varied by any further direction), or have received a direction revoking it.

- (d) That the formal withdrawal of the Easel, City Centre and West Leeds Gateway AAPs pursuant to section 22 of the Planning and Compulsory Purchase Act 2004 be authorised.
- (e) That that the Director of City Development undertake further public consultation on the West Leeds Gateway proposals with a view to their eventual approval as a Supplementary Planning Document.

## **202 Large Casino Licence**

The Director of City Development submitted a report providing an update on the process for the awarding of the large casino licence.

Following consideration of Appendices A and B to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting it was

**RESOLVED** – That the report be noted and that the Director of City Development and the Assistant Chief Executive (Corporate Governance) be authorised to move forward with the process which will lead to the award of the Large Casino Licence; on the basis of the:

- (i) objectives detailed in the report and the exempt Appendix A
- (ii) the draft timetable presented and
- (iii) the resource implications identified in the exempt Appendix B.

(Under the provisions of Council Procedure Rule 16.5 Councillor Finnigan required it to be recorded that he voted against this decision and Councillor Brett required it to be recorded that he abstained).

## **203 Submission of the Transport and Works Act Order Application for the New Generation Scheme**

The Director of City Development submitted a report providing an update on the current position on the proposals for a high quality public transport system in Leeds. The report also detailed the next stage of the project – the submission of the Transport and Works Act Order and associated applications to the Secretary of State for Transport proposed to be made in June 2010.

**RESOLVED** –

- (a) That approval be given for the submission of the required Transport and Works Act Order and associated applications for NGT to the Secretary of State for Transport. (These applications will set out the proposed route and works as detailed in section 3.3 and Appendix 1 of the submitted report).

- (b) That approval be given to the transfer of additional funding to meet the Council's share of the £3,820, 000 required to progress the Transport and Works Act Order application beyond the Programme Entry stage (assumed to be £1,910,000 as set out in section 5 of the report) from the Council's Strategic Development Fund.
- (c) That additional expenditure of £2,754,000 as shown in the Finance Table Paragraph 5.6 of the report be approved.

**204 Request for Authorisation to Enter into a Joint Venture Agreement between Leeds City Council and Metro to Develop and Progress the New Generation Transport Scheme**

The Director of City Development submitted a report on proposals to enter into a Joint Venture Agreement between the City Council and Metro to develop and progress the New Generation Transport Scheme.

**RESOLVED** – That authority be given for the signing of the Joint Venture Agreement between the City Council and Metro for developing and progressing the NGT scheme.

**ENVIRONMENTAL SERVICES**

**205 Response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement into 'The Procurement of the Grounds Maintenance Contract for 2011'**

The Director of Environment and Neighbourhoods submitted a report presenting a response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement entitled, 'The Procurement of the Grounds Maintenance Contract for 2011'.

**RESOLVED** – That the proposed responses to the Scrutiny Board (Environment and Neighbourhoods) recommendations, as contained in the submitted report, be approved.

(During the discussion of this matter Councillor Finnigan declared a personal interest as an ALMO Board member)

**CHILDREN'S SERVICES**

**206 Interim Director of Children's Services**

The Chair welcomed Eleanor Brazil, Interim Director of Children's Services to her first meeting of the Executive Board.

**207 Children's Services Improvement Arrangements**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report providing an update on the Children's Services Improvement Board's membership and proposed terms of reference, the Improvement Notice issued by the Department for Children, Schools and Families (DCSF) and the Council's Improvement Plan for Children's Services.

**RESOLVED** – That the Terms of Reference for the Improvement Board be endorsed and that the Improvement Plan be approved.

**208 Organisational Arrangements for the Provision of Children's Services in Leeds**

The Chief Executive submitted a report providing an update on the organisational review being undertaken with respect to Children's Services. The strategic Review document appended to the report presented the following five options –

1. Retain current arrangements
2. A slimmed down company model
3. An enhanced company offer
4. Creation of Children Leeds Ltd
5. Creation of a Children's services Directorate.

**RESOLVED –**

- (a) That, building on the strengths of current arrangements and seeking to spread them across all areas of children's services, a new integrated Children's Services Directorate model be worked up along the lines detailed in Option 5 of the review attached to the report.
- (b) That officers be authorised to take all such steps as may reasonably be required (including the service of appropriate notices) to allow the Council's contract with Education Leeds to be terminated on 31<sup>st</sup> March 2011, and
- (c) That further reports detailing the revised arrangements (including any proposed transitional arrangements), and consultations thereon, be brought to the Board at regular intervals over the course of the coming year.
- (d) That, with reference to (b) above, the Board takes this opportunity to record its appreciation of the work of Education Leeds in supporting the transformation of education provision in the City, and to express the Board's thanks to Chris Edwards for the leadership he has displayed in his role as Chief Executive of the company.

**209 Building Schools for the Future Phase 4 - Leeds West Academy**

The Director of Children's Services submitted a report on proposals with respect to the new building project of Leeds West Academy (formerly Intake High School).

**RESOLVED** – That the Final Business Case for the Leeds West Academy Project be approved for submission to Partnerships for Schools.

## **CENTRAL AND CORPORATE**

### **210 Leeds Strategic Plan 2008-11 Refresh - Amendments to Partnership Agreed Indicators**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report on a number of proposed amendments to the partnership agreed targets contained within the Leeds Strategic Plan 2008-11.

**RESOLVED** – That Appendices 1 and 2 to the report be approved as the council's proposed revisions and additions to the agreed targets in the Leeds Strategic Plan.

DATE OF PUBLICATION: 12<sup>th</sup> March 2010  
LAST DATE FOR CALL IN: 19<sup>th</sup> March 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on 22<sup>nd</sup> March 2010)

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