



---

## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

---

Meeting to be held in on  
Thursday, 1st December, 2011 at 10.00 am

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

---

### MEMBERSHIP

#### Councillors

M Rafique (Chair) - Chapel Allerton;  
J Akhtar - Hyde Park and Woodhouse;  
D Atkinson - Bramley and Stanningley;  
S Bentley - Weetwood;  
D Cohen - Alwoodley;  
G Hyde - Killingbeck and Seacroft;  
M Lobley - Roundhay;  
M Lyons - Temple Newsam;  
J Matthews - Headingley;  
V Morgan - Killingbeck and Seacroft;  
M Robinson - Harewood;

---

*Please note: Certain or all items on this agenda may be recorded.*

---

**Agenda compiled by:**  
**Helen Gray**  
**Governance Services**  
**Civic Hall**  
**LEEDS LS1 1UR**  
**Tel: 24 74355**

**Principal Scrutiny Advisor:**  
**Sandra Newbould**  
**Tel: 24 74792**

# 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 Head of Governance Services 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:-  <b>No exempt items on this agenda.</b></p>	

3

**LATE ITEMS**

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

**DECLARATIONS OF INTEREST**

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.

5

**APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

**MINUTES**

To confirm as a correct record, the minutes of the meeting held on 20<sup>th</sup> October 2011

(Copy attached)

1 - 6

7

Various;

**INQUIRY INTO THE ENGAGEMENT OF YOUNG PEOPLE IN CULTURE, SPORTING AND RECREATIONAL ACTIVITIES - SESSION 2**

To consider the report of the Chief Libraries, Arts and Heritage Officer which provides information on the engagement of young people in cultural activities, the effectiveness of the programme and communication with young people. The report reviews the activities available over the summer 2011 in order to demonstrate, the range of activities provided, the geographic spread and where data is available the take up of these activities.

(Report attached)

7 - 64

8

**INQUIRY INTO THE IMPACT OF EXISTING MAJOR SOURCES OF TRAVEL MOVEMENTS WITHIN THE CITY AND THE PLANS BEING MADE TO ADDRESS THE IMPACT OF KNOWN FUTURE DEVELOPMENTS ON THE CITY'S TRANSPORT INFRASTRUCTURE - DRAFT TERMS OF REFERENCE**

65 -  
68

To consider the report of the Head of Scrutiny and Member Development setting out the draft terms of reference for the Inquiry

(Report attached)

9

**REDUCING CO2 EMISSIONS IN THE LOCAL AUTHORITY ESTATE**

69 -  
130

To consider the report of the Head of Scrutiny and Member Development and appendices regarding the reduction of CO2 emissions in the Local Authority Estate, to enable the Scrutiny Board (Sustainable Economy and Culture) to determine if further scrutiny is required and specific areas for further investigation.

(Report attached)

10

**WORK PROGRAMME**

131 -  
178

To consider the report of the Head of Scrutiny and Member Development setting out the work schedule for the Board for the forthcoming year.

(Report attached)

11

**DATE AND TIME OF NEXT MEETING**

To note the date and time of the next meeting as Thursday 26<sup>th</sup> January 2012 at 10:00 am

## SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

THURSDAY, 20TH OCTOBER, 2011

**PRESENT:** Councillor M Rafique in the Chair

Councillors G Hyde, M Lobley, J Matthews,  
V Morgan, M Robinson and B Anderson

**27 Declarations of Interest**

The following Members declared personal 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:

Councillor Lobley - Session 1 how developments bring local employment, training and opportunities to Leeds - declared a personal interest as a Board Member of Re-new (minute 32 refers)

**28 Apologies for Absence and Notification of Substitutes**

Apologies for absence were received from Councillors Atkinson, Bentley, Cohen and Lyons. The Board welcomed Councillor Anderson as substitute for Councillor Cohen

(Councillor Robinson joined the meeting at this point)

**29 Minutes**

**RESOLVED** – That the minutes of the meeting held on 22<sup>nd</sup> September 2011 be agreed as a correct record

**30 Matters Arising**

Minute 22 Engagement of young people in Culture, Recreation and Sporting events – the Board agreed to the suggestion that Ms A Stowe, Leeds Owl Trail, should be invited to attend the Inquiry as a representative of a voluntary group which worked alongside LCC

**31 Request for Scrutiny of the Route 5 Cycle Track**

The Head of Scrutiny and Member Development submitted a report on a request for Scrutiny arising from the decision taken by Executive Board on 14 October 2009 to award LCC Highways Services £1.5m for cycle route works and specifically Route 5 (Cookridge to City Centre) of the Leeds Core Cycle Network Project. The request had been considered and deferred by Scrutiny Board (City Development) on 5<sup>th</sup> April 2011 (minute 138 refers).

The Board welcomed Mr Bill McKinnon, Chair of the Friends of Woodhouse Moor to the meeting to set out his case for the request. He was accompanied by Mr T Parker Smith of North Hyde Park Neighbourhood Association and Mrs S Buckle, Friends of Woodhouse Moor.

Mr McKinnon referred to the report presented to Executive Board which stated that consultation on the proposed works had been undertaken in June 2009 with local ward Councillors and community groups. However he stated that no

consultation had been undertaken with the community groups based in the Hyde Park area by Highways Services and as such he challenged the basis on which the decision had been made. Mr McKinnon tabled current photographs of Route 5 and highlighted safety problems he perceived with the route in terms of track capacity; the volume of cyclists and the route itself through busy residential streets and Woodhouse Moor. In conclusion he requested that the Board formally scrutinise the manner in which Highways Services undertook consultation with local groups.

Gary Bartlett, Chief Officer, Highways Services and Andrew Hall, Acting Head of Highways attended the meeting and presented a report prepared in response. The Board heard that the Department had presented the consultation to the North West Inner Area Committee and its Transport Sub Group and that the usual forms of advertisement and consultation were undertaken. Officers however acknowledged that although consultation letters were despatched to community groups it appeared that some of these had not been received. Officers also acknowledged that the lack of response from those community groups who usually participated in consultations should have been followed up. It was noted that since this issue arose, an officer group had been established to review consultation practice and to consider measures to encourage responses from consultees.

Members discussed the issues raised and broadly considered that consultation had been undertaken in good faith and that it was unfortunate that the three community groups represented at this meeting had not received the consultation letters, seen the consultation adverts or made contact with their local ward Councillors.

The Board considered the options for investigations and Inquiries, as set out in paragraph 3:0 of the report and considered the submissions in support of the request and the response of the Department to the issues raised. Members did not consider that an Inquiry would be beneficial to the project at this stage, but were keen to receive a report on the outcome of the Departmental review into consultation practice. The Board noted Mr McKinnon's comment that that Route 5 was not fit for purpose and urged him to contact his local ward Councillor to pursue those discussions

**RESOLVED –**

- a) Not to undertake further scrutiny of his matter
- b) To request a report back on the findings of the departmental review in consultation practices within Highways Services in due course

**32 Scrutiny Inquiry - Maximising existing powers to promote, influence and create local employment, training and opportunities around major development projects and the purchasing of services**

The Director of Environment and Neighbourhoods submitted a report as part of Session 2 of the Inquiry to encourage discussion on how to maximise powers to create local employment, training and opportunities around major development projects and the purchasing of services.

The following officers attended the meeting:

Draft minutes to be approved at the meeting  
to be held on Thursday, 1st December, 2011

Sue Wynne – Chief Officer, Employment & Skills  
Phil Crabtree – Chief Planning Officer  
David Outram – Chief Officer, Planning Performance Partnership

The report highlighted recent activity undertaken by LCC to secure employment and skills benefits through the Councils' procurement and planning process. Officers discussed the following issues:

- the need to encourage and support new development but to ensure that requests made of developers through the planning and procurement processes are appropriate to the scale and nature of the development. Onerous requests could deter development
- requests should bear in mind that a developer may not be the end user of the scheme
- the size of the development company should also be considered – larger scale developments usually had a long planning process and build time – which afforded LCC time to negotiate the use of local skills and labour, and develop relevant training if appropriate.
- Members noted that LCC could take a stance and seek to adopt a “local strategy” to require use of local skills and employment, but the Board should be aware of the benefits and disbenefits of such an approach and the long term impact this stance could have on value for money.
- an approach to consider could be to negotiate with the top 20% of developers (with command of large resources) which could still provide 80% of the local skills employment the authority was looking for
- that contract management and monitoring was key to efficient implementation of a “local strategy”. Section 106 Agreements had been strengthened to include monitoring trigger points requiring a developer to inform LCC when and what number of local jobs had been secured
- the benefits of encouraging local companies/suppliers to communicate better with LCC
- the need to take an overview of the areas of duplication between the planning and procurement processes
- the need to ensure that a corporate stance should be made aware to all commissioning managers across the authority
- the need to monitor contracts effectively based on outcomes to ensure obligations are undertaken

(Councillor Matthews left the meeting at this point)

Members requested a discussion paper on the legal requirements relating to seeking obligations for training and employment from businesses and through Section 106 Agreements. The Board also sought information on the requirements of the procurement system and consideration of whether specific requests deterred small/medium local businesses

The Board considered the proposed approach set out in paragraph 5 of the report indicating that the Policy Framework and charter, Toolkit, Guidance/Advice/Examples and Monitoring were welcome initiatives

**RESOLVED –**

Draft minutes to be approved at the meeting  
to be held on Thursday, 1st December, 2011

- a) To note the activity undertaken to date with contractors and developers to support local people to improve their skills and secure employment
- b) That the comments above be noted and be fed into the proposed work to develop a more consistent approach and the key issues identified be addressed
- c) To note the intention to present a progress report to the Board within 12 months of the conclusion of the Inquiry at a date to be specified by the Board

### **33 Development Directorate:2011/12 Budget - Financial Position**

Further to minute 25 of the meeting held 22<sup>nd</sup> September 2011, the Head of Scrutiny and Member Development submitted a report providing the financial position for the City Development Directorate at period 5, covering all aspects of the service

Ed Mylan Chief Officer (Resources & Finance) and Simon Criddle (Head of Finance), Department of City Development attended the meeting and highlighted the key issues as being:

- The 2011/12 budget had been set at £158m in total. The proportion which relates to direct income is now anticipated as £98m
- The Department had been tasked with finding £13m of budget savings. £11m had been achieved so far but an overspend of £1.3m was expected
- Some areas of overspend were beyond the control of LCC such as the number of income generating planning applications submitted; income from advertisement on LCC land

The Board discussed the following:

- Whether the budget had been set too optimistically. The Board noted the response that the budget had taken into account the expected rise in development for 2011/12. The monthly income target for planning was £250k and submission of one large development application could generate as much as £150k of that target
- The budget had been set after the Comprehensive Spending Assessment when the Department would have been aware that no publicly funded works could be supported in 2011/12 and should have accounted for the impact of this.
- Savings of £0.5m had been required from the Events Budget and the Department had expected to generate £0.5m through new income to offset the savings. Members commented that the implementation of a ticket price level of £12.00 for events such as Opera in the Park and Classical Fantasia had discouraged attendees and therefore decreased income
- Whether a reduction of fees for advertisements on LCC land would encourage greater uptake and generate more income. Officers responded that advertising was a difficult area due to competition and the amount of time it took to prepare suitable sites
- The cost of electricity for street lighting. Officers responded that £4m had been ring fenced for energy, but that the Street Lighting Contractor



informed the Department of their price rises after the budget had been set

(Councillor Anderson left the meeting at this point)

Members thanked officers for their presentation and considered the information submitted and requested that further budget reports be presented on a quarterly basis in the future

**RESOLVED –**

- a) That the contents of the report and the comments of the Board be noted
- b) That Departmental Budget reports for City Development be presented to the Board on a Quarterly basis

**34 Work Schedule**

The Head of Scrutiny and Member Development submitted a copy of the Work Programme for the 2011/12 Municipal Year which had been populated with the priority areas for scrutiny identified by previous meetings.

Those additional matters raised at this meeting would be included as follows

- City Development Departmental Budget – January 2012
- Report back on Highways consultation methods – February 2012
- With regard to the CO2 Scrutiny work scheduled into the work programme, the Scrutiny Advisor received an additional request for information on money saving measures relating to energy purchasing and it was agreed that the report on the outcome of the 2008 Inquiry into CO2 would be provided in due course

**RESOLVED –**

- a) To note the contents of the Work Schedule and the comments made
- b) To note the contents of the Forward Plan covering the period 1 October 2011 to 31 January 2012

**35 Date and time of next meeting**

**RESOLVED –** To note the date and time of the next meeting as Thursday 1<sup>st</sup> December 2011 at 10:00, Leeds Civic Hall

This page is intentionally left blank

**Report of: Chief Libraries, Arts and Heritage Officer**

**Report to: Sustainable Economy and Culture Scrutiny Board**

**Date: 1<sup>st</sup> December 2011**

**Subject: Engaging Young People in Cultural Activity Part 2: Effectiveness and Communication**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	All
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

## Summary of main issues

1. The second session of the Scrutiny Board's investigation into the engagement of young people in cultural activities will consider the effectiveness of the programme and communication with young people. It will review the activities available over the summer 2011 to demonstrate, the range of activities provided, the geographic spread and where data is available the take up of these activities.
2. The source of the data used includes the Breeze web site, Breeze card, the Breeze Culture network, information from services where available, the cluster programmes delivered through the Activities Fund, and very limited information available on uniformed organisations.
3. The way young people access information is explored, including targeted communication with specific groups.

## Main issues and actions

The attached detailed report covers a wide range of data and includes a number of actions for further work. The key actions to be followed up are to build on the strong infrastructure

the city has developed and extend access and use of this to a wider range of internal and external partners.

The funding landscape has changed dramatically over the last few years and greater partnership working is essential to maximise resources and continue to deliver an exciting and challenging programme for all young people in Leeds.

In some wards, Area committee 'Well being Fund' is now being allocated for summer holiday activities along with cluster allocations so that joint commissioning can take place which integrates the priorities of wards with that of school communities. This will ensure there is a coherent approach to planning for all age ranges, across a full range of activities, avoiding any duplication of provision. It will also offer efficiencies as there will be one process for submitting bids from providers and greater transparency and fairness in the commissioning process.

There are currently a range of opportunities and communication streams with young people who live particularly challenging lives. The report outlines how we need to build on these, work closely with the young people themselves, and with those running targeted services to ensure a coherent and effective offer is maintained and developed.

## **Conclusions**

There are a wide range of activities and events for young people and engagement is quite high in some places. However there is no true picture of everything that is going on or of who is taking part. The attached report includes action points and in summary these suggest

Internal and external organisations should be able to use Breezecard as a data collection device with the information collated and returned to enable service improvement and development

Where organisations use differing data collection systems non sensitive data should be shared

All organisations should be encouraged to use Breeze Culture Network and BreezeLeeds to communicate their activities and every encouragement given area management to support clusters to maintain provision of their activity booklets or summary information tools

Lessons from recent consultation with those with specific needs should be implemented to improve their access to activities

Closer links should be developed with voluntary organisations delivering activities

The opportunity of the Olympics and Paralympics should be exploited to ensure a strong legacy for young people

## **Recommendations**

- 1 That Scrutiny Board note the detail of the report and proposed actions as part of their investigation into the engagement of young people in cultural activity.

## **Background Documents**

Data reports on take up and usage.

# Sustainable Economy and Culture Scrutiny Board

---

## Engaging young people in Cultural Activity

---

### Sessions 2: Effectiveness and Communication

Exploring what activities are available, who attends, and how young people find out.



# Table of Contents

- Table of Contents..... 1
- Table of Contents..... 2
- Introduction ..... 3
- Background information ..... 4
- Who is accessing which activities? ..... 5
- What is available for young people to do? ..... 12
- What is available for young people to do? ..... 12
- How young people find out what is going on..... 22
- How Cultural organisations – including Sport can communicate with young people..... 27
- How the statutory and voluntary sector Youth Service engages with Breeze and how that can be developed..... 29
- Information on uniformed organisations..... 30
- A case study: Engaging young people in Leeds with the celebration of the Olympics and Paralympics..... 31

## Introduction

This report focuses on the provision, promotion and take up of cultural activities including sport for young people in Leeds over the summer holiday period 2011. It explores current data sources, the challenges of so many groups and organisations being involved and the opportunities this offers. There is a significant amount of data on work with young people, from the ever increasing number of schools who visit museums to explore the city story to the number of young people tested annually at year seven by Sport to discover sporting potential as part of the RAD's scheme. There are also many gaps in data currently which are gradually being filled as technology develops. It was agreed that this scrutiny session would focus on the cultural activities held over the summer of 2011. The report will investigate:

- An overview of who attended the activities delivered through Breeze events, Libraries and Sport and recorded through Breeze card during the period September 2010 – 2011, plotted against the under 19 population in Leeds to set the context..
- The range of activities available to young people during summer 2011
- How young people find out what there is to do
  - Using BreezeLeeds
  - Using Cluster programme booklets and schools.
  - How the most vulnerable young people in Leeds find out what is available and the potential for improving this
- How cultural and sporting organisations in the city engage with young people and how that can develop
- How the statutory and voluntary sector Youth Service engages with Breeze cultural programme and how that can develop.

Due to the wealth of data this provides it is proposed to delay the detailed consultation results until session 3 where it sits better with meeting the young people themselves.

## Background information

Leeds has gained national recognition for the Breeze brand for young people and both LCC Capital Scheme and a range of external funding streams have contributed to the development of the Breeze brand over the years resulting in significant investment in a strong infrastructure for young people as well as a wide ranging activities programme. The current economic situation has changed the landscape with regard to external funding however that early investment in infrastructure means Leeds is in a fortunate position of already having the Breezeleeds website, the Breeze Cultural Network, the Breeze card and the Adventure Activity equipment, all of which are fundamental to ensuring young people not only have things to do, but that they can find out about them and their take up can be monitored.

Breeze came in to being in 1996 through the political backing of full council when there was a strong desire to create a coherence to the activities available out of school so that young people found it much easier to both know what was going on and access activities which interested them. Cultural activities have always been at the heart of Breeze. Since a major refresh of the brand in 2004, the numbers of young people who own a Breeze card has risen to 161,000. The brand has continued to be developed to simplify the offer for all young people in Leeds. Breeze also enables a two way communication with young people ensuring the offer is refined, developed and kept relevant to meet their needs. Breeze card and other data provides the opportunity to report on young people's access to activities enabling us to identify gaps in provision and take up, which should ultimately inform planning and commissioning.

Activities are also delivered by a wide range of partners both internal and external to the council, through statutory, voluntary and private organisations, free and at cost. Participation in these activities is monitored through the use of numerous different systems and currently this creates a challenge in accessing and comparing the data.

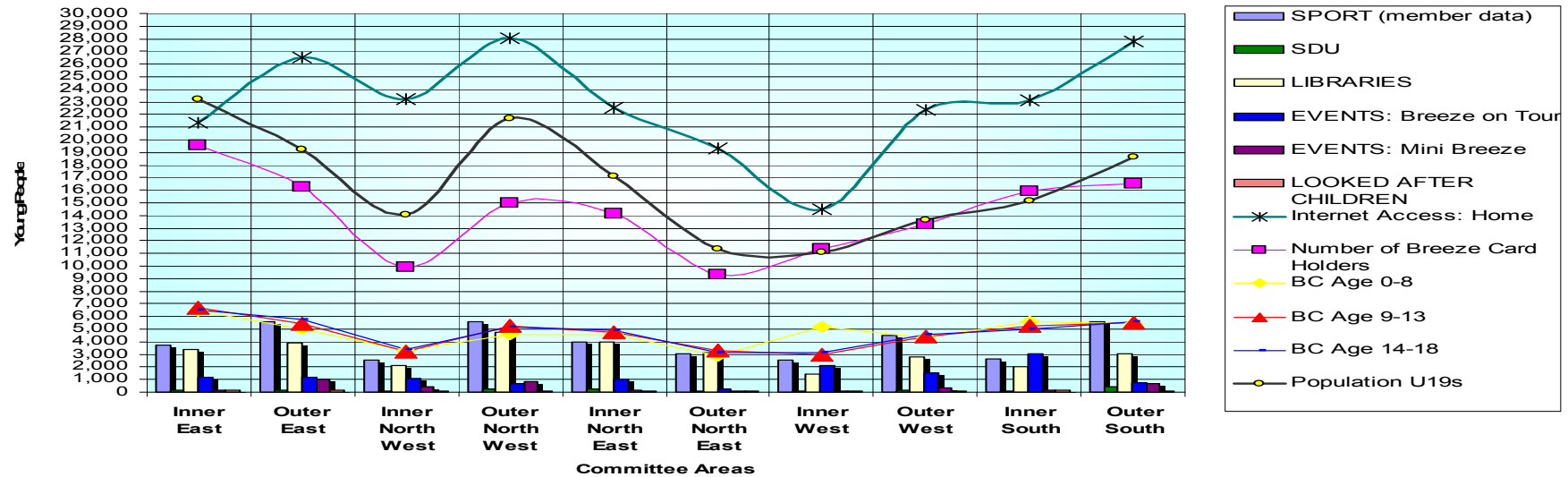
The plans are to move to monitoring as much as possible through Breezecard as this would allow an understanding of the effectiveness of current provision in terms of reach and equality of access. This report bring together data on access to Sports, Libraries and Breeze Event activities for the period September 2010 to August 2011 as a demonstration of what could be achieved once the Breezecard is rolled out as the key access tool.



## Who is accessing which activities?

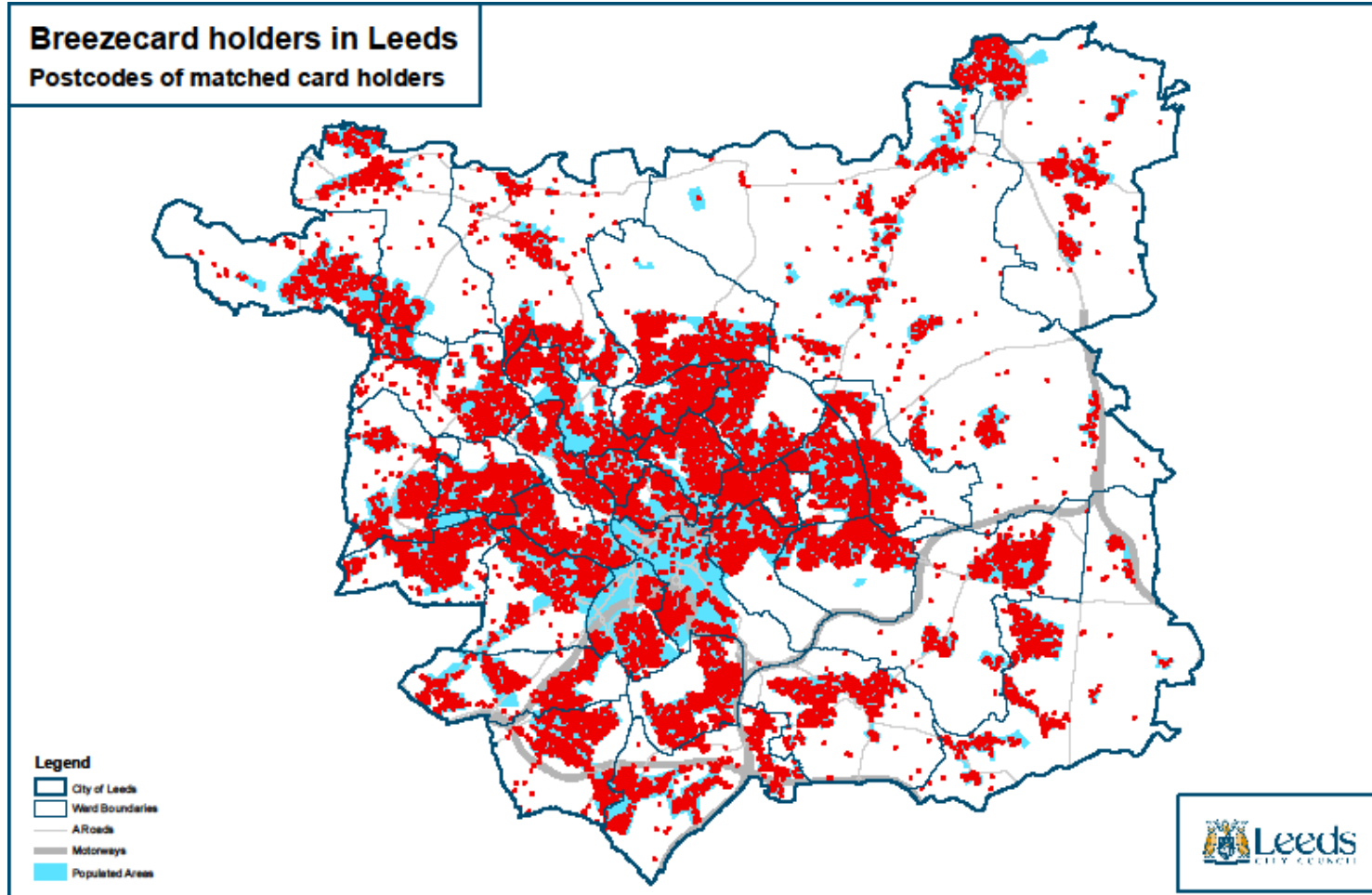
Young people access a wide range of activities and while there isn't a breakdown of all that they do, the following maps and charts give an insight of some of their take up. The bar graphs demonstrate take up of sport, libraries and Breeze events. The lines close to the bars demonstrate that in most areas that the Breezecard holders, equally split into three age bands with the only variance being more under- 8 Breezecard holders than other age groups in Inner West. It also shows us the highest population of under- 19's is in the Inner East and the greatest variance between under 19 population and Breezecard holders is in the inner and outer North West, possibly attributable to the student population. The chart also shows that Internet access mirrors the under 19 population except in the Inner East.

Graph 1 - Access to services measured through Breeze Card in area context



	Inner East	Inner North East	Inner North West	Inner South	Inner West	Outer East	Outer North East	Outer North West	Outer South	Outer West
<b>Sport (member data)</b>	3688	3986	2561	2601	2573	5584	3093	5634	5631	4487
<b>Sport development</b>	133	296	101	100	49	199	108	230	401	139
<b>Libraries</b>	3402	3995	2150	2054	1413	3914	3102	4730	3034	2782
<b>Breeze on Tour</b>	1166	1002	1092	3092	2080	1157	280	691	749	1541
<b>Mini Breeze</b>	189	206	400	154	64	1040	82	867	674	299

Map no 1. Breeze Card holders in Leeds mapped against the under 19 population

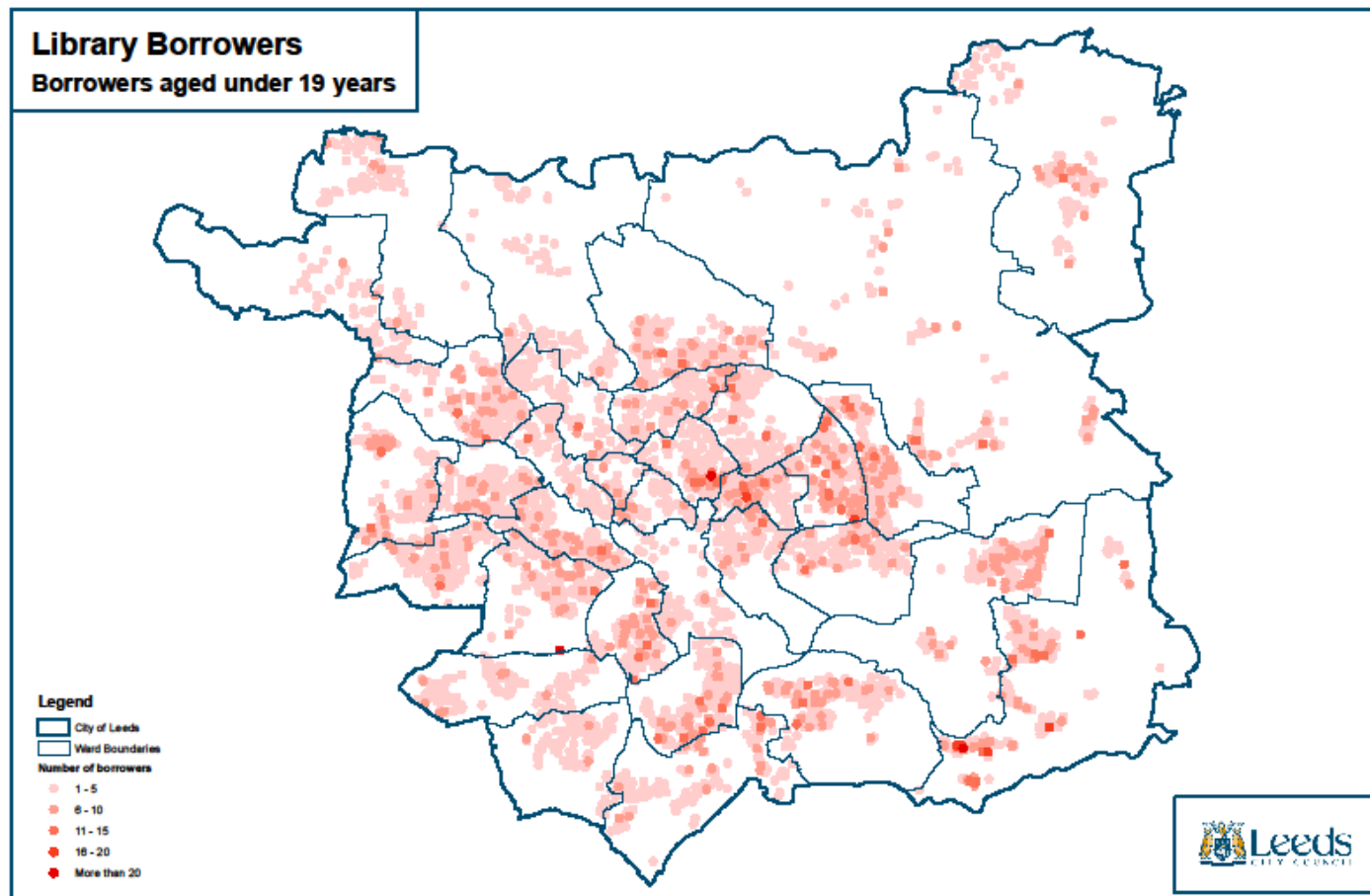


This map shows the postcodes of the under 19 population in the city (pale blue) overlaid in red with the postcodes of the 161,000 Breezecard holders. The distribution highlights the very broad coverage in the city, as well as the small areas which are yet to be penetrated by Leeds Card. Ideas to maintain and extend the current penetration are currently underway with Children's Services.

PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
© Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100019587 (2011)

REF: 2011 : 069 : 001

Map no 2. Active Library Borrowers September 2010 – September 2011



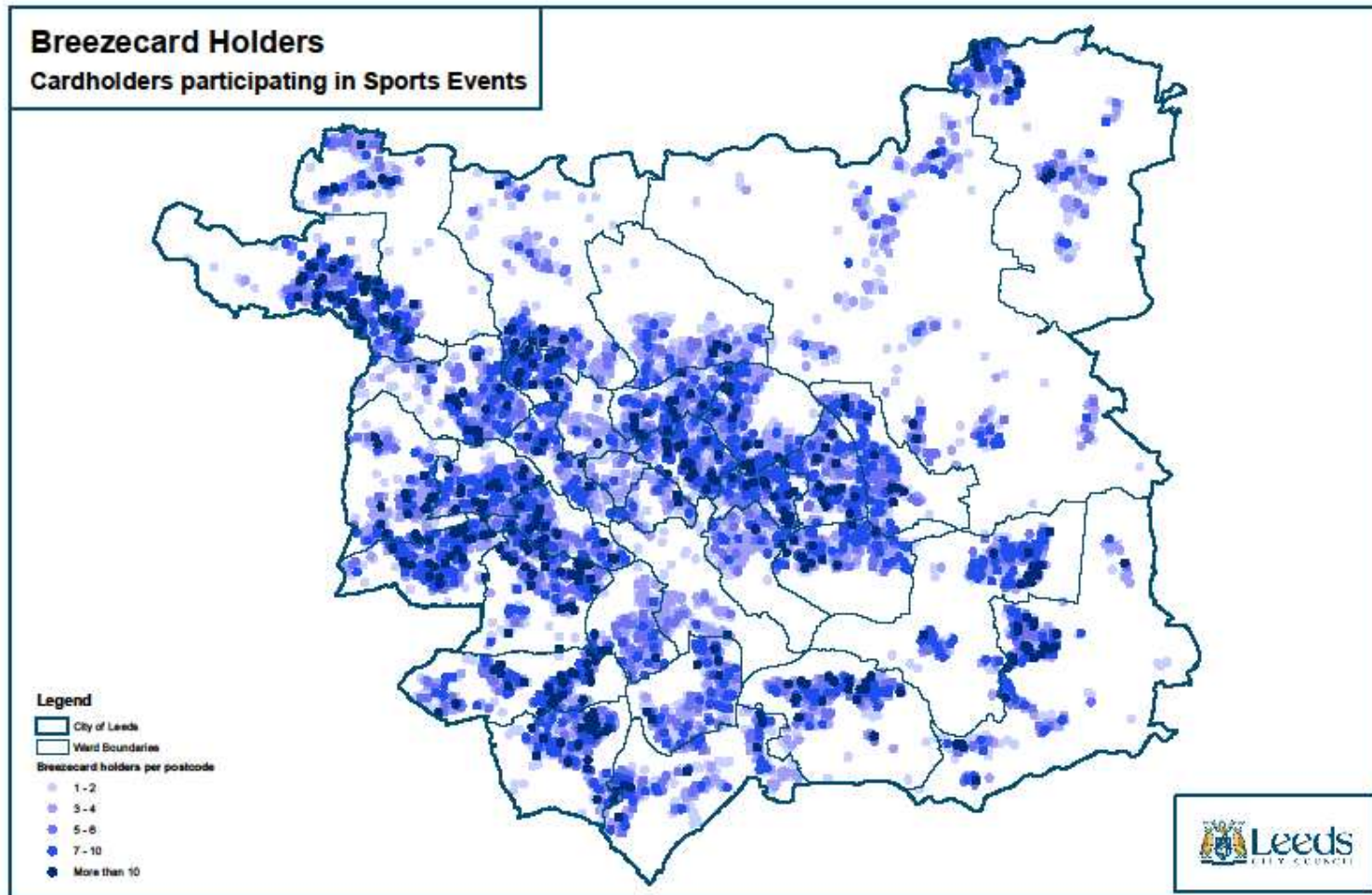
PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
 This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
 © Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100019567 (2011)

REF : 2011 : 059 : 006

These three maps demonstrate the reach of three different types of regular activity available to young people, using the library service, visits to sports centres and participation in a range of events organised by Sport and Active Recreation. While use is good there is still more to do to make these services accessible and relevant to all young people.

An example of use is: 30,576 under 19's borrowed a total of 1,360,200 library items. 8,045 young people attended library events and a further 24,421 were in attendance at promotions of the Summer Reading Challenge. 33,039 under 16's (not through school) participated in organised activities in Museums.

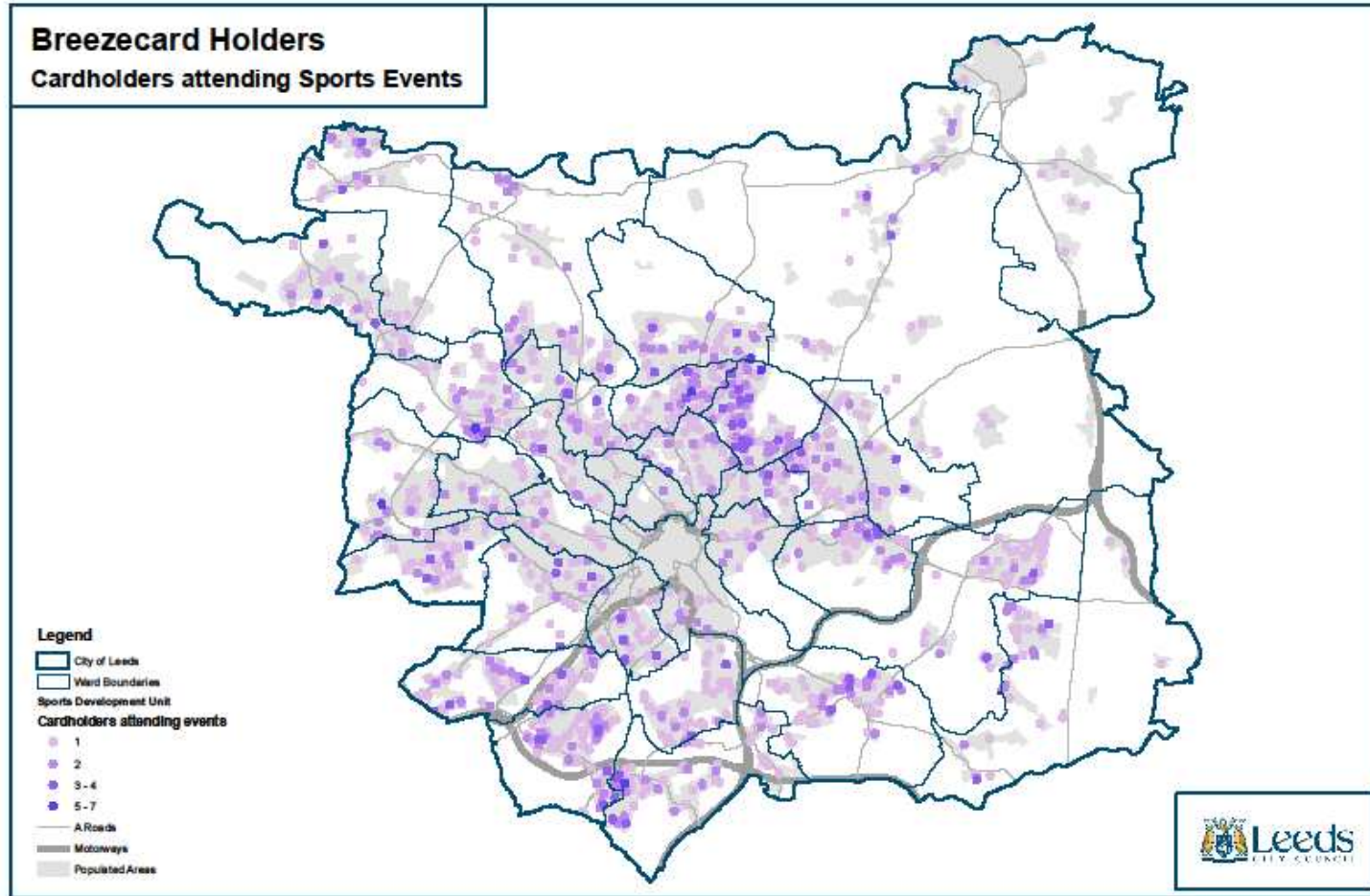
Map no 3. Use of Sports Centres by Breezecard holders



PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
© Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100010587 (2011)

REF : 2011 : 059 : 004

Map 4. Participation in Sport Development programme

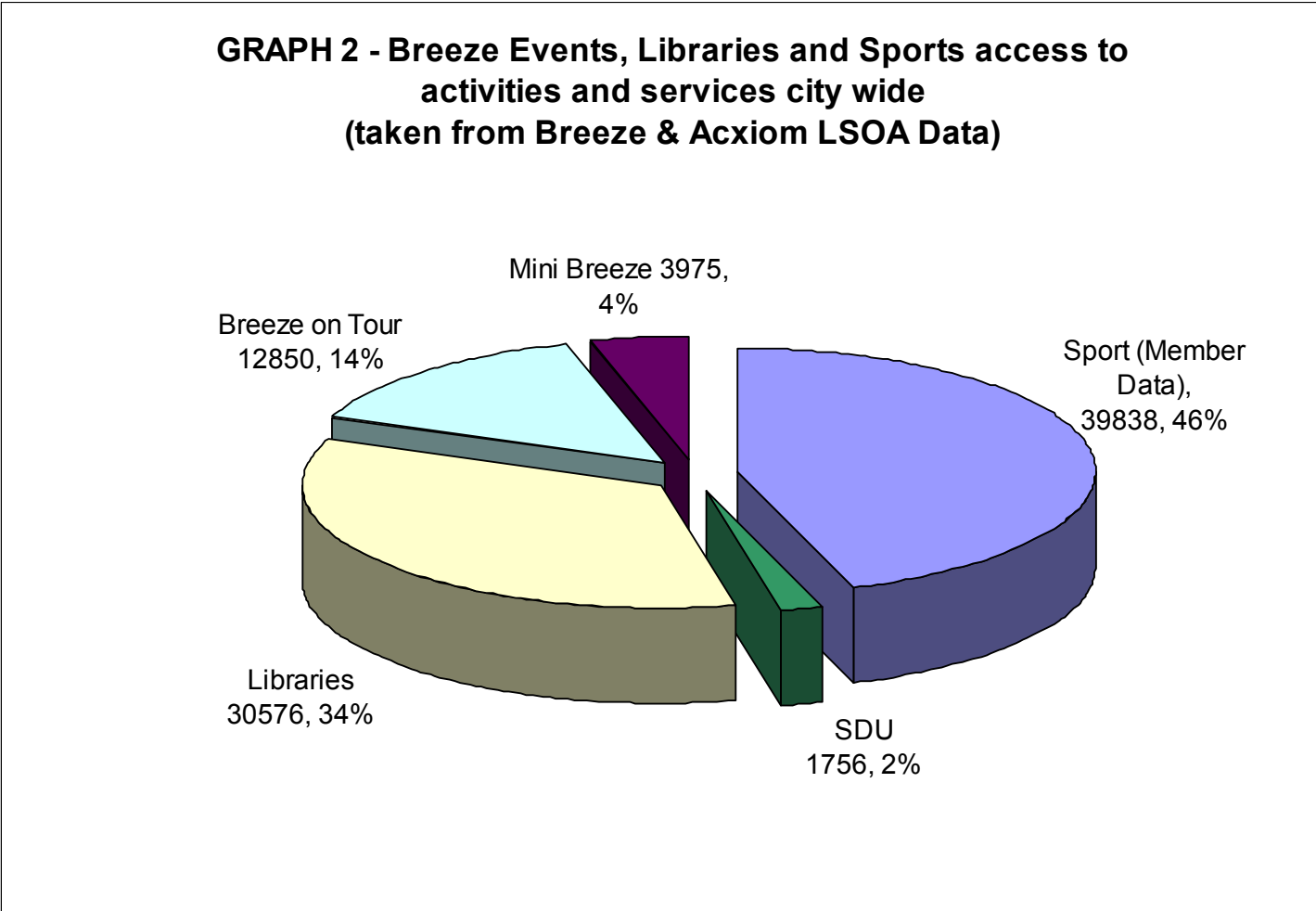


PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
© Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100010587 (2011)

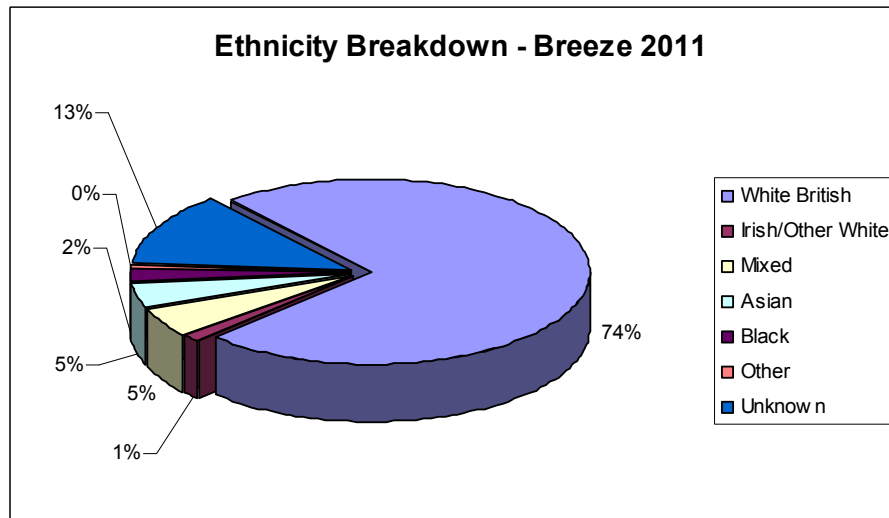
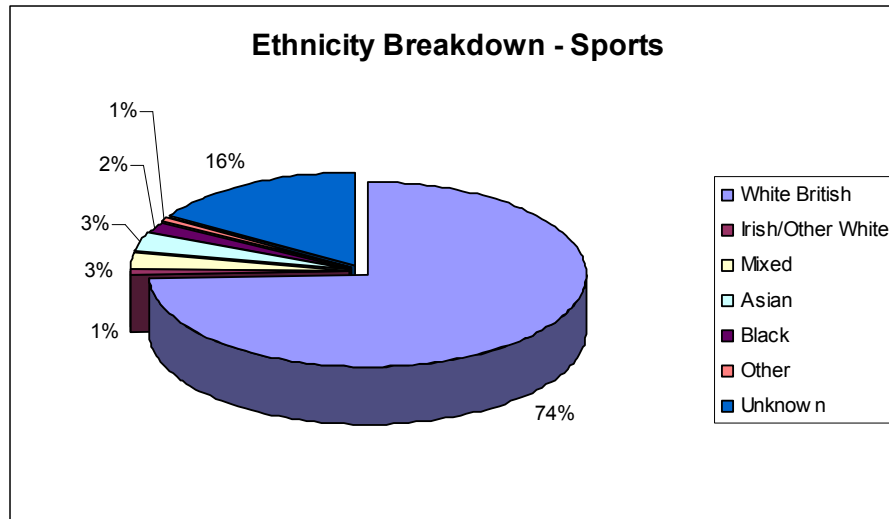
REF : 2011 : 059 : 006

**Graph no. 2 : The number of young people accessing Breeze events, Libraries and Sports September 2010 – September 2011 as measured by Breezecard.**

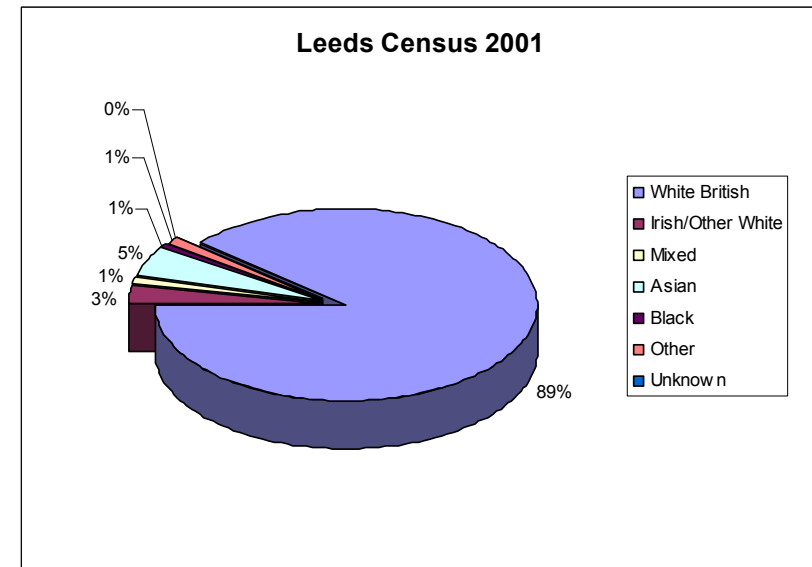
The graph below puts detail on the maps showing the number of young people who have accessed, at least once in the last year Libraries, Sports activities, Breeze on tour and Mini Breeze. (SDU means Sports development unit).



## Equality data



There is a significant amount of data available on equality issues. To give some insight into this the charts below compare the city wide data on ethnicity with that of the take up of Sport and Breeze. In terms of gender the split of both Sport and Breezecard holders is almost 50% male to 50% female.



## What is available for young people to do?

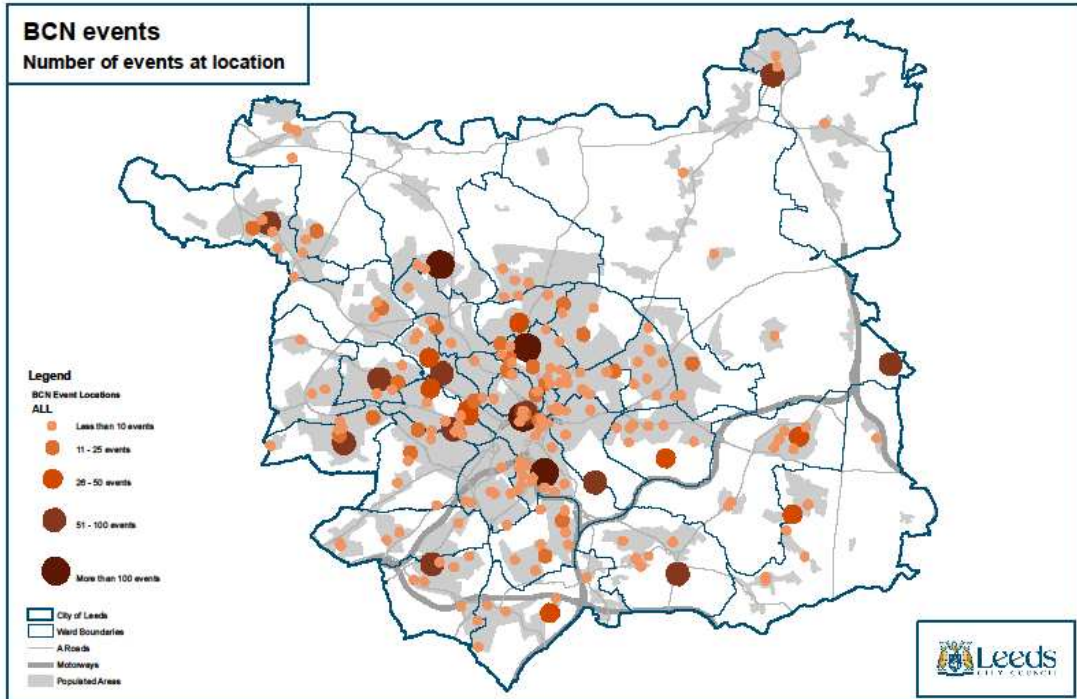
Organisation	Activity no.
Artbugs	3
BEAT (Beyond Expressive Arts Team)	6
Extended service - NETWORKS Cluster	93
Extended Services - C.H.E.S.S Cluster	11
Extended Services - Aireborough Cluster	36
Future Arts	6
Hunslet Club	227
I Love West Leeds	1
Learning Partnerships	18
Leeds Art Gallery	200
Leeds Carnegie Basketball Foundation	2
Leeds City Council - Artforms	2
Leeds City Council - BreezeLeeds.org	3
Leeds City Council - Library & Information Service	43
Leeds City Council - Museums and Galleries	310
Leeds City Council - Out of School Activities Team	21
Leeds City Council - Parks and Countryside Rangers	24
Leeds City Council - Sport and Active Recreation	909
Leeds City Council - Youth Service	766
Leeds City Learning Centres	48
Leeds Reach	10
Northern Ballet	5
Positive Futures	4
Rock School UK	34
Rothwell Leisure Centre	1
Roundhay School Technology & Language College	10
SAA-uk	7
The Carriageworks	1
Total Sports Coaching	65
Not named	228
<b>Grand Total</b>	<b>3094</b>

There is a huge range of cultural activity available for young people organised by individual services, clusters, voluntary groups and organisations. Many of these activities are publicised on the BreezeLeeds website and this information has been used below to map the number of things to do, the geographic spread and the type of activities available.

The list opposite shows the range of organisations which promoted their Summer activities 2011 on the BreezeLeeds web site, and the number of activities advertised by each organisation. Using BreezeLeeds means young people know that these activities were taking place. Plans to encourage organisations to register with the network will mean that the number of activities promoted through breezeleeds.org will increase.



Map 5: The number and location of events organised over the summer and available to young people via BreezeLeeds



The map shows the geographic spread of the events listed in the table above. The darkest brown indicates that more than 100 events took place in and around these venues, mid brown indicates 50 – 99 events, orange indicates 20 – 49 events, amber 10- 19 events and the palest colour showing that less than 10 events have taken place.

Breakdown of Summer provision promoted through Breezeleeds.org

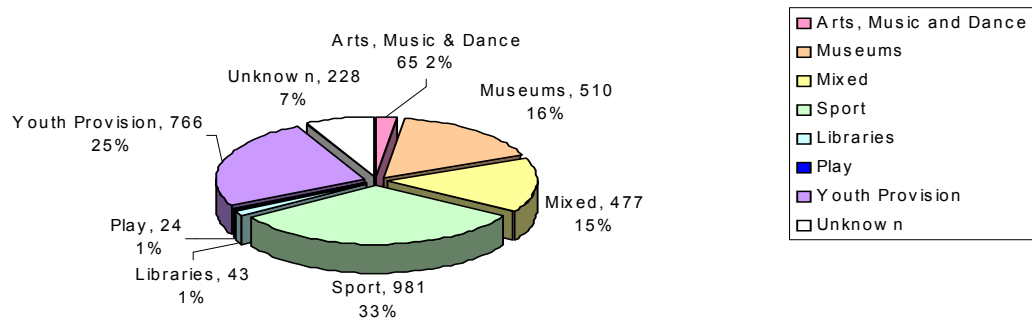
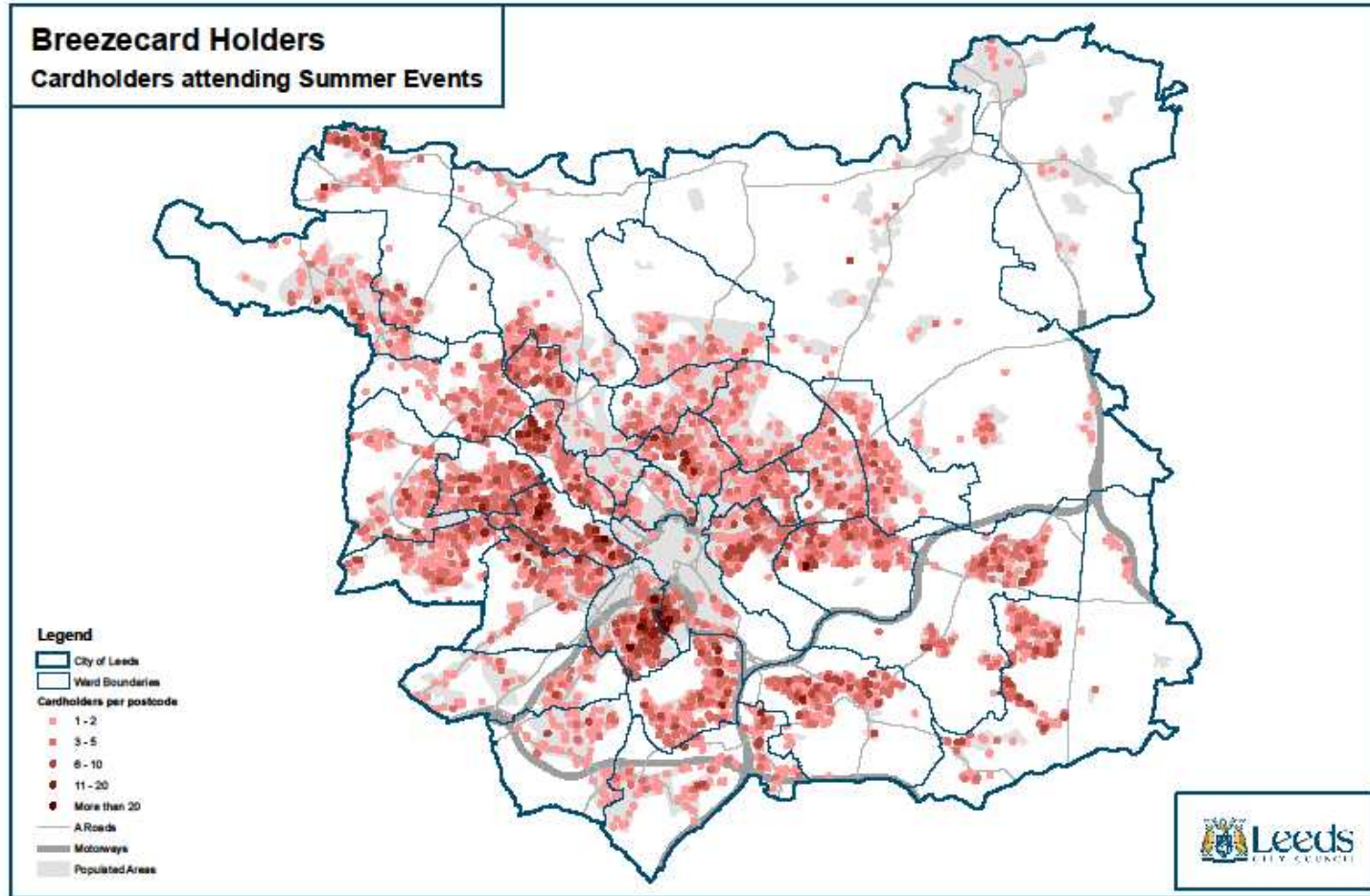


Chart showing types of activities available

The chart breaks down events rather than visits by type of activity.

Map 6: The postcodes of Breezecard holders attending Breeze on Tour and Mini Breeze events Summer 2011



This map shows that the attendance at events mirrors the spread of the under 19 population. It again highlights areas of lower take up where work needs to be focused.

PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
© Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100016987 (2011)

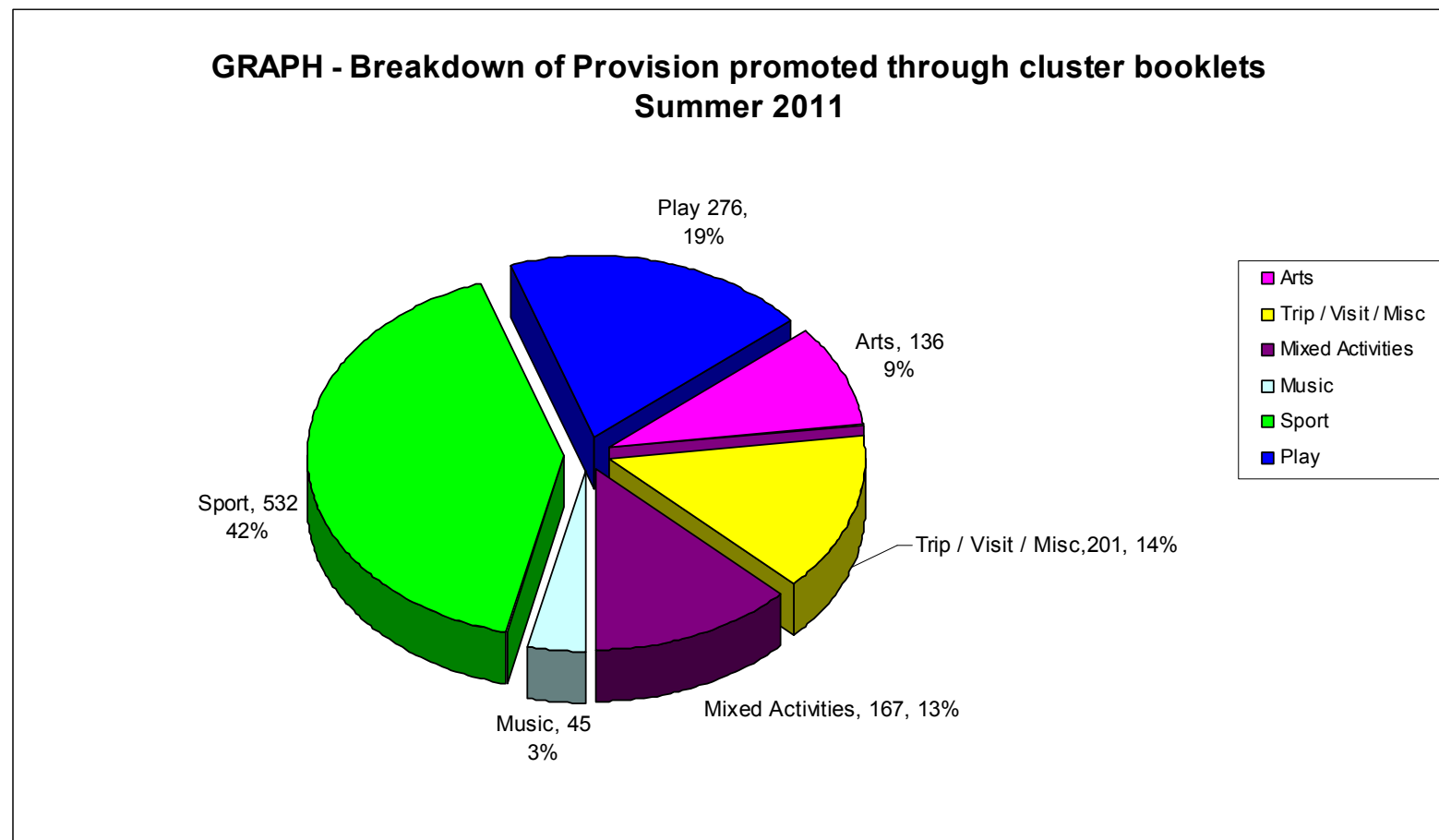
REF : 2011 : 059 : 011

### Cluster booklets information

In addition to the Information about summer activities from Breeze, an analysis has also been carried out on the types of opportunities offered through Summer 2011 Cluster event booklets distributed through schools. These activities are funded either through the Activities Fund alone or jointly commissioned alongside Wellbeing funds. The Activities Fund is allocated on the basis of numbers of young people accessing free school meals. The table opposite shows the ward distribution of this. The total percentage of primary school children receiving free school meals is 22.6% and for Secondary age pupils it is 18.3%

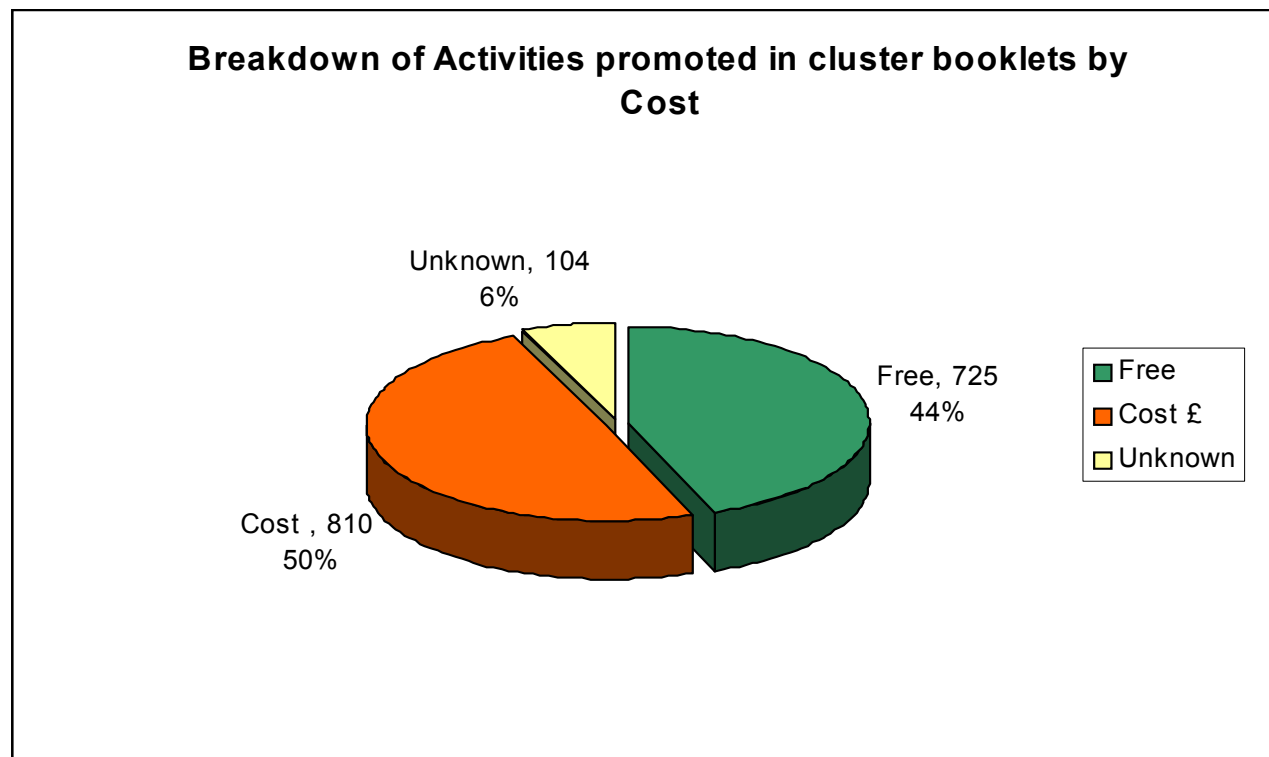
Ward	Primary % FSM	Secondary % FSM
Adel & Wharfedale	6.7%	7.6%
Alwoodley	11.1%	12.5%
Ardsley & Robin Hood	12.0%	8.3%
Armley	32.8%	25.9%
Beeston & Holbeck	34.2%	28.2%
Bramley & Stanningley	31.8%	25.7%
Burmantofts & Richmond Hill	46.1%	39.2%
Calverley & Farsley	10.9%	7.1%
Chapel Allerton	31.2%	29.0%
City & Hunslet	36.2%	39.3%
Cross Gates & Whinmoor	21.3%	15.2%
Farnley & Wortley	27.6%	21.2%
Garforth & Swillington	10.6%	5.6%
Gipton & Harehills	36.7%	35.1%
Guisseley & Rawdon	8.4%	5.3%
Harewood	4.6%	5.2%
Headingley	18.0%	13.4%
Horsforth	6.7%	6.8%
Hyde Park & Woodhouse	36.3%	39.9%
Killingbeck & Seacroft	39.7%	32.1%
Kippax & Methley	13.6%	10.4%
Kirkstall	33.7%	25.9%
Middleton Park	41.2%	31.8%
Moortown	8.8%	11.2%
Morley North	10.1%	9.2%
Morley South	15.4%	11.5%
Otley & Yeadon	12.6%	7.5%
Pudsey	15.4%	11.1%
Rothwell	16.7%	16.2%
Roundhay	10.3%	9.8%
Temple Newsam	23.7%	16.5%
Weetwood	18.1%	13.4%
Wetherby	7.5%	4.8%

Chart: A summary of activity taken from all available cluster booklets



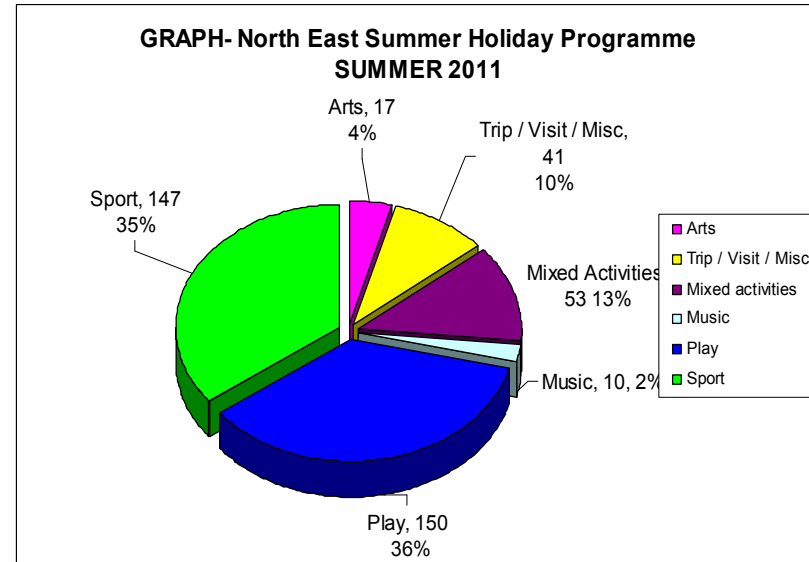
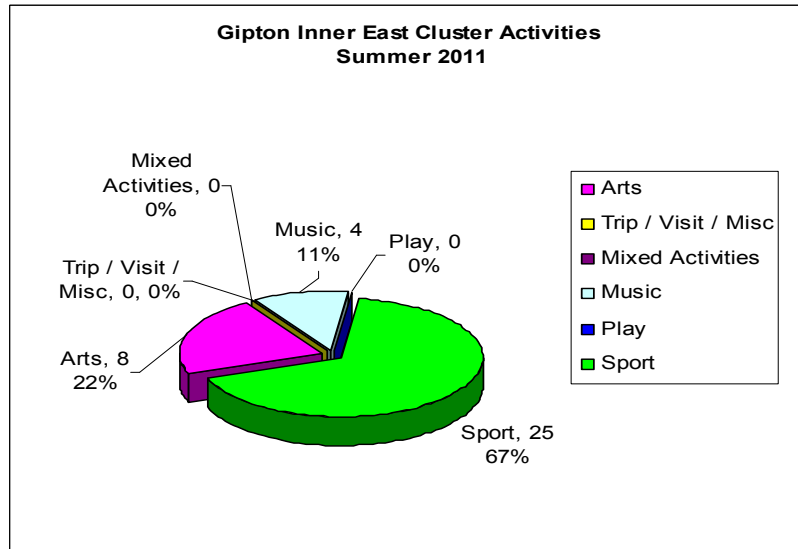
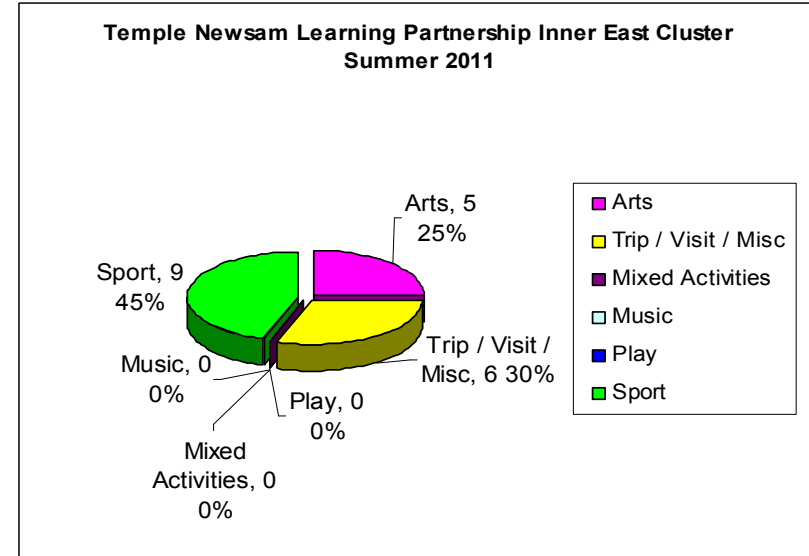
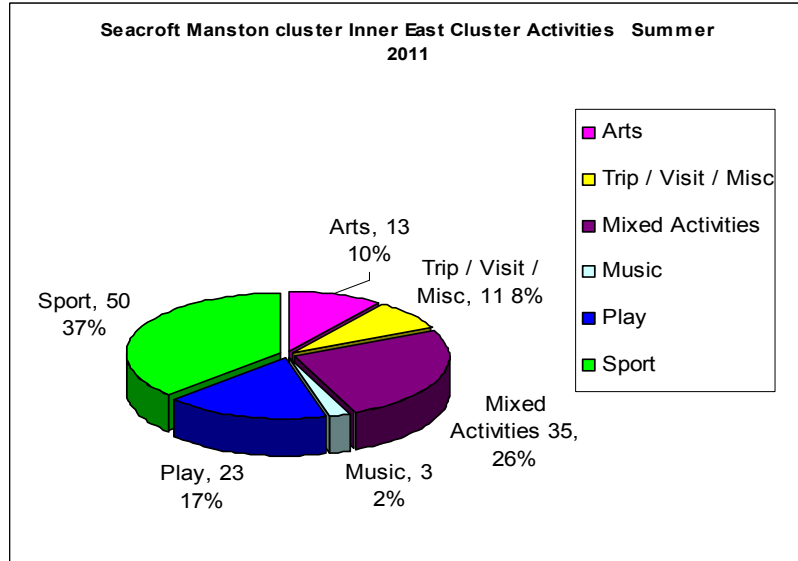
The largest number of activities are sports focused followed by Play which covers activities for the under 8's. Mixed activities include – Youth Service sessions and mixed activity days/ camps. Currently all of these events are not necessarily on BreezeLeeds and so currently young people and their parents/carers have more than one place to look. The next steps therefore are to ensure everything is available on BreezeLeeds and then pulled together for the cluster in the booklet.

Chart: How the activities breakdown between charged for and free.

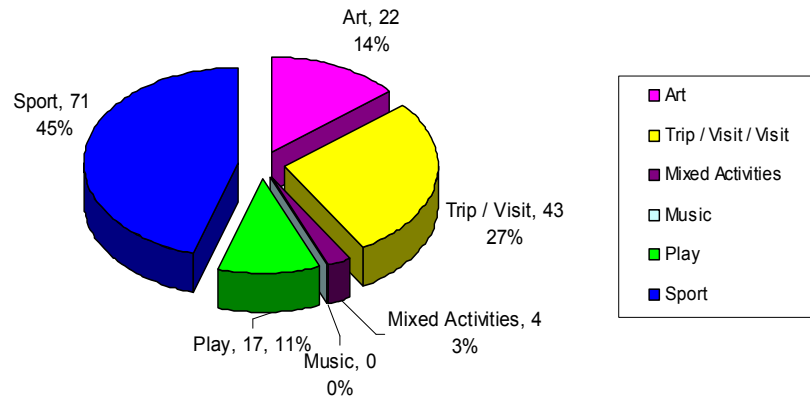


This chart shows the number of activities which were free and which were charged for. There was a wide price range from free to week long activity camps priced at £70. Some of the pricing in the booklets was unclear which is why 6% is showing as unknown. Although 50% of activities promoted had a cost, many of these were heavily subsidised. Each cluster adopted their own pricing policy depending on funding received to run activities in their cluster. There is no information available at this stage as to whether price affected attendance.

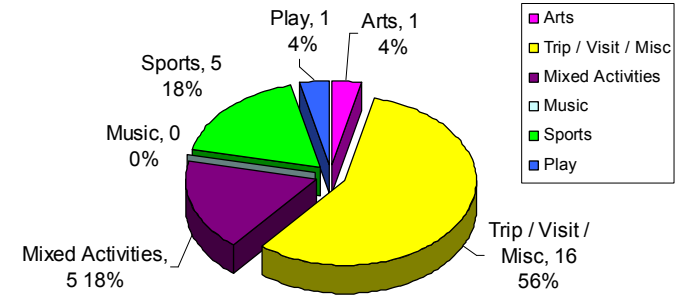
The graphs on the following pages offer more detail and are taken from the cluster programme booklets. These show the offer of activities delivered through the cluster programmes varied in content from area to area.



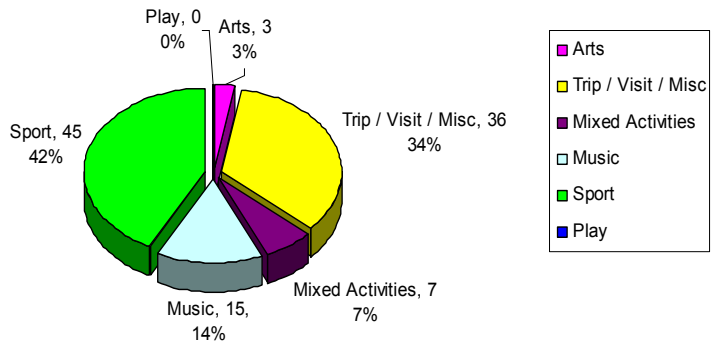
**GRAPH - Morley Cluster Activity Provision  
SUMMER 2011**



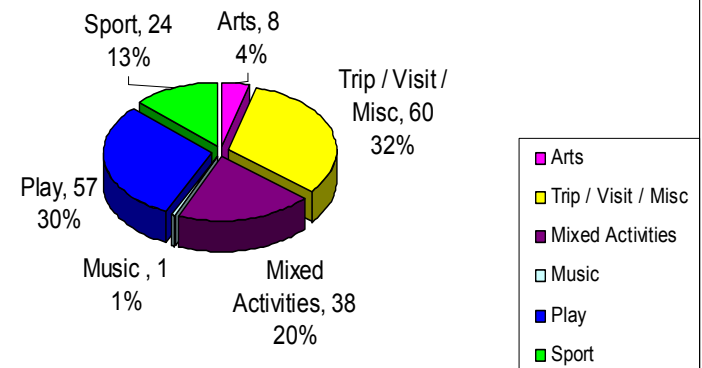
**Garforth School Partnership Summer Holiday Programme Summer  
2011**

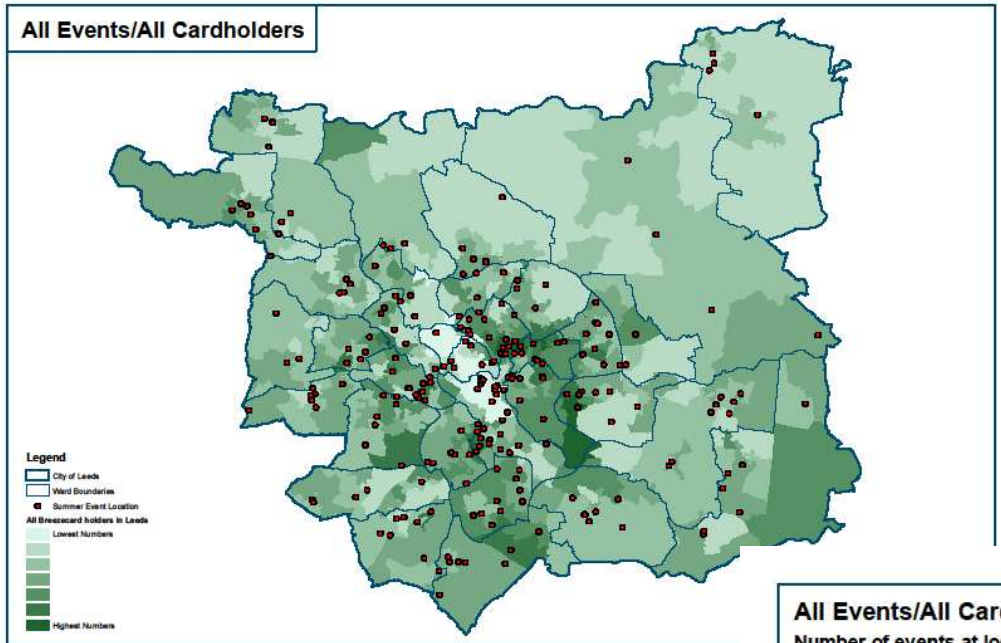


**JESS Cluster (Beeston Hill, Holbeck, Belle Isle & Hunslet) Summer  
Holiday Programme SUMMER 2011**



**Pudsey Inner & Outer Summer Holiday Programme  
Summer2011**





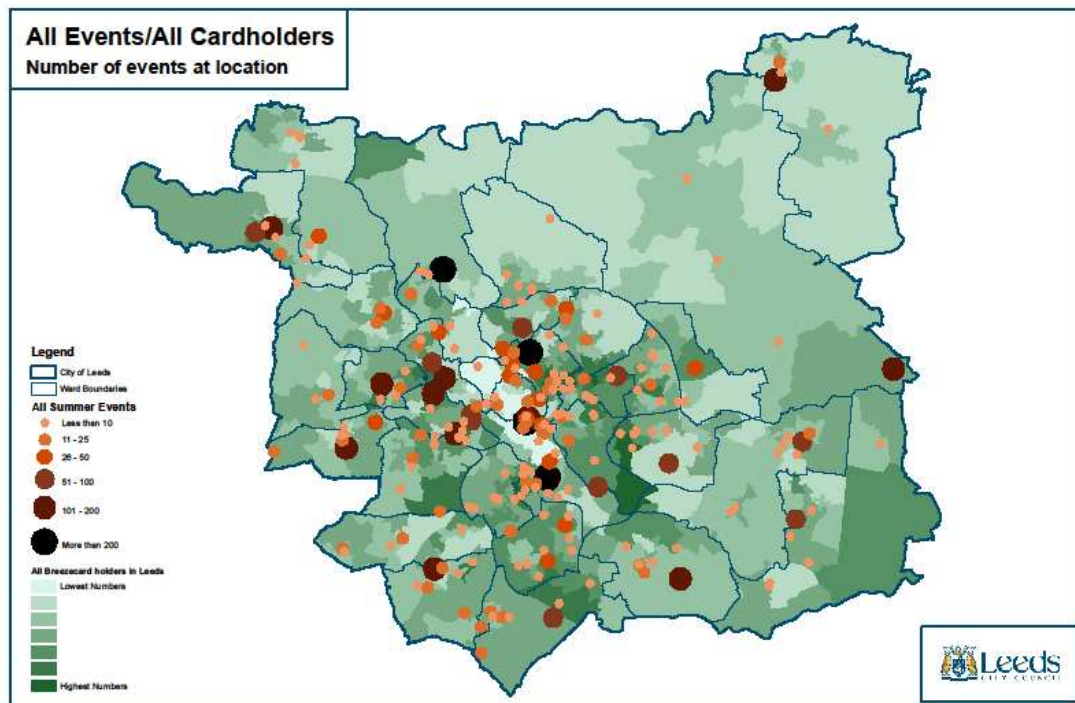
**Map 8: The breakdown of Breezecard holders overlaid in red with events advertised on BreezeLeeds and in the Cluster booklets**

Map 8 shows the geographical location of all the events advertised through the breeze web site and the cluster booklets combined, mapped against Breeze Card holders. The shades of green show the density in terms of breeze card holders but may also indicate a low population, most of whom have Breeze Cards

PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
 This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office  
 © Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. © Crown Copyright. All rights reserved. Leeds City Council O.S. Licence No. 100019597 (2011)

**Map 9: The breakdown of the postcodes of Breezecard holders overlaid with the number of events in each location identified.**

This map shows a combination of activities advertised through the Breeze website and the Cluster Booklets by the number of activities held at each venue. The darkest and largest indicating over 200 activities were held there, with the palest indicating that under 10 activities took place at that venue.



PRODUCED BY THE BUSINESS TRANSFORMATION TEAM, LEEDS CITY COUNCIL  
 This map is based upon the Ordnance Survey's Digital Data with the permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationary Office





### Issues for the future

With the uncertainty of future funding and the need to develop more support services for vulnerable children, young people and their families in clusters, a reduction in the allocation of cluster funds for holiday activities for summer 2012 is planned. They are however seeking to better target what resources they have on those most vulnerable and looking at ways of pooling this reduced resource with others to jointly plan, commission and deliver next summers programme.

### Planned future action

- Encourage all organisations to submit their activity information to BreezeLeeds and the continuation of the Cluster booklet, or similar printed activity programme, with the objective that the latter pulls together all events and activities in the area so people have the choice of print or electronic information rather than the need to look in two places
- Work to roll out the use of Breezecard monitoring to other services and activities as finance allows to enable a true picture of the engagement and participation of young people
- Investigate the opportunities offered for data gathering for any future Cluster and Well Being Grants
- Develop a coordinated approach to data collection across the Council, in the first instance, enabling non sensitive data sharing
- Work with partners to develop the best way to enable them to collect data without adding burden
- Gather data where currently it is limited or not available e.g. young people's engagement with uniformed organisations
- To analyse the data collected and make recommendations on how to develop an equitable offer of access to cultural activities across the city and how a uniform approach to recording that access can be achieved

## How young people find out what is going on

An extensive communications campaign is run each year to ensure as many young people as possible know directly what is available. Individual services promote their own activities in a variety of ways. Libraries visit every school to share information about the summer reading challenge at assemblies and sign up young people. Museums advertise their events in many ways including through bus campaigns, What's on, flyers, leaflets and press releases. Sports share information again via leaflets and also through support from Radio Aire and other stations. The use of Council owned billboards have proved a successful vehicle for communicating with young people and their families. As well as the general information, targeted marketing is used for specific groups and individuals where there is a particular need.

### BreezeLeeds website

Breezeleeds.org, provides coherence to the activities for young people and is their trusted location for reliable, accurate and trusted information. It is a two way communication tool and provides real opportunity for genuine consultation with young people. Currently voluntary organisations are under represented on the site. Appendix 1 outlines the impact of the summer online marketing campaign.

### Targeted marketing campaigns

To support this there are supplementary marketing campaigns such as the Breeze On Tour marketing, but the lack of finance restricts these to specific targeted information with the aim to drive young people to the web site. One of the main aims of the Breeze on Tour events themselves is to give young people an opportunity to try out new activities and find out what is available for them locally all year round. This year 40 partner organisations attended the breeze events. Appendix 2 The Report - Breeze On Tour 2011 describes what was achieved through the campaign to inform young people about the Breeze summer package.

### Using schools to communicate direct with young people

In 2011 multi language flyers and posters with information on Breeze on Tour and Mini Breeze events were distributed to schools through liaison with cluster coordinators. Adverts for the Breeze summer package were included in some cluster activity programme booklets this year, although future funding challenges may impact on the production of these. There was no Department for Education requirement to produce an activity booklet in each cluster in 2011 so some areas did not produce one in order to save money. Where this was the case schools promoted the summer activity programmes to their children, young people and families through their usual home -school communication methods. Some clusters used their web-sites to publicise the activities and many clusters put their own 'open access activities' on the Family Hub and Breeze.

Morley and Ardsley and Tingley produced an audit last year of all that was going on in the area, taking information from the cluster books and BreezeLeeds. This allowed all families in the area to see at a glance what was available. If more clusters could do this it would transform access.

### **Communicating with the most vulnerable young people**

The Breeze summer programme promotion plan starts with the most vulnerable young people in Leeds. It is recognised that in general these are the least likely to use the internet to identify opportunities that might be of interest to them and then take proactive independent steps to get themselves to the venue without any support.

An approach that is tailored to each group is required. Some of these plans are already in place and some are still to be developed

**LAC** - In 2009 Find Your Talent funding paid for all Looked after Children in Leeds to receive a Breeze card and information pack. A discreet flagging system on the database can produce reports on uptake of activities by looked after children flagged onto the system at that time. However the population of Looked after Children is constantly changing and discussions are now taking place as to how this data can be regularly refreshed. In order to reach the current group, information on Breeze on Tour and Library events are distributed directly to each young person in a pack collated by Children's Care. This pack also contains information about activities taken directly from the Breeze Culture Network. This group is also supported by a regular book deliver and this is also being investigated as a future communication route.

**Young People at risk of involvement in Anti Social Behaviour and Youth Crime** are targeted through the organisations who work directly with vulnerable young people including Positive Activities for Young People, Youth inclusion programmes, The Youth Offending Service, the Voluntary and Statutory Youth Service. Young people attend events with their keyworkers.

**Young people from the lowest socio - economic groups** The young people in receipt of free school meals are communicated with through the cluster work via booklets and flyers

**NEET** – In the past, apart from those already reached through the groups above, communication has been through the Learning and Activity Agreement initiatives. Staff from these initiatives attend Breeze on Tour with the aim of

signing young people up for further support. Following the events, letters are then sent out to all young people over 16 who have attended the events offering them further support. Connexions, Leeds City College and Ache attended the 2011 events, successfully recruiting young people to NEET programmes. Further discussions are underway and two new more proactive approaches are being considered. Another example of communications is the Library Service which has just set up a small sub group to look at how libraries can best serve NEETs. One outcome already is the introduction of a youth worker led weekly advice session at Compton Road Library specifically targeted at NEETs.

**Young People with disabilities** A range of different communication tools are used with young people.

- Sports use the disability sport website and facebook pages to reach young people with disabilities, sending hard copies of programmes and flyers on request. Sport also mail directly to relevant schools and families, make direct contact through Carer meetings, Parent meetings, special educational needs marketplace events and Connexions events etc.
- Sport, Libraries and Breeze events advertise through the Brighter Futures magazine and Museums work closely with Mumsnet
- In libraries there are a number of activities such as Boardmaker sessions for young people living with autism, Aspergers and Autism advice sessions, Makaton resources, Bagbooks story sessions which use tactile stories for children with learning difficulties, signed storytimes as part of Deaf Awareness Week plus work with Babies Can Sign and Leeds Children's Deaf Society, Bookshine and Booktouch pre-school book gifting delivered through specialist health workers and ensuring visually impaired young people can join in with the Summer reading challenge by ensuring very large print books are available. All this is communicated through the range of partnerships the city has with relevant groups such as People in Action
- In 2011 consultation with young people with disabilities attending Breeze on Tour highlighted that there can be additional barriers to their successful access to main stream events. The consultation was extremely useful and the following plans are now being put in place for next year:
  - All Breeze support staff to receive basic communication training in the 'Boardmaker' communication system.
  - A small core of Breeze staff to be trained in moving and handling to enable them to offer more intensive support to young people with disabilities. These staff to be easily identifiable to young people.

- An information pack on what to expect when visiting Breeze events to be devised and circulated to parents/carers and young people with disabilities.
- More accessible infrastructure to be included at Breeze on Tour events e.g.: fully equipped disabled toilet cabins.
- Partnership work with internal and external organisations to improve the range of activities available at Breeze on Tour for young people with disabilities, and opportunities to be extended to a broad range of services to attend and disseminate information.
- Consultation on Breeze equipment with young people attending John Jamison SILC (specialist inclusive learning centre).
- A Mini Breeze for young people with disabilities and their families planned for May/June 2012 to offer a safe environment for young people to get used to the equipment and feel more able to access the main stream events later in the summer.

### **Actions proposed for improving communication**

- There should be closer working between Breeze and the Clusters to maximise the potential of both the web and printed materials to publicise cultural activities for young people.
- Marketing to young people needs to be a core element of the city's marketing plan with Breeze at its heart
- Breeze needs to work more closely with Targeted Services within Children's Services to inform front line practitioners working with the most vulnerable children and young people in the city of opportunities available to them both locally and citywide.
- There should be a piece of work carried out to cross reference the Breeze data base with the Youth work / Connexions Data base (Insight/Outreach) which contains the information on NEET and Not Known to identify current data that might help Connexions personal advisors to make contact with the Not Knowns. Data protection and technical considerations would be taken in to account in exploration of possible solutions.
- There should be a co-ordinated approach through Breeze to communicate the offer of cultural activities directly to young people currently on the Youth work / Connexions data base via joint working with Connexions.
- With the planned future reduction in generic Connexions services Leeds has been exploring on line/telephone and text methods of providing Information, Advice and Guidance. It is expected that any future service developed along these lines would be delivered through joint working between Breeze and Pathways web sites.
- Implement the findings of the consultation with young people with disabilities

- Plans are under discussion through the regional youth parliament to distribute Breeze cards with discreet identifiers to 5,000 **young carers**, this would inform young carers and the organisations that work with them directly of opportunities available. This would then lead to reports being possible of their access to those activities through discreet flagging on the Breeze card data base.
- Seasonal campaigns, e.g. Six Weeks of Summer, around holiday provision are targeted at parents and carers through school websites and link back to the full information on BreezeLeeds.org. Increasing use of social media tools, e.g. Facebook and YouTube is proving successful in directly engage young people in a format that is already familiar and accessible to them. The BreezeLeeds Facebook page increased its following threefold in 3 months from 750 to 2,500 followers. This success of these campaigns will be built on by implementing similar marketing tactics over forthcoming school holiday periods and other significant seasonal events

## How Cultural organisations – including Sport can communicate with young people.

BreezeCultureNetwork.org is the 'sister site' of BreezeLeeds.org. All members of Breeze Culture Network have one thing in common, they provide cultural activities for children and young people (age 0 – 19 years) across Leeds.

Membership of Breeze Culture Network includes all schools, Leeds City Council departments working with children and young people, colleges, arts and sports organisations, arts and sports freelancers/coaches, voluntary and community groups. Each member features on a comprehensive online directory on BreezeCultureNetwork.org. Members can 'direct mail' each other with targeted messages relating to a range of categories selected when building their personal online profile. Recent messages include promotion of professional development opportunities, call outs for young performers, requests for information in exchange for a discount voucher to purchase creative play postcard sets for engaging families, promotion of half term sports activities, clubs and classes.

There is a shared calendar where members can post their forthcoming events and activities and check for potential clashes. Once the event is finalised and the organisations indicates it is ready the event or activity is automatically posted onto the BreezeLeeds.org website.

The site requires that basic safeguarding information must be provided by an organisation as part of the registration process, and members are then free to explore and share potential partnership, training and promotional opportunities with each other and through BreezeLeeds.org. The ultimate aim of the Breeze Culture Network is to expand the menu of opportunities for children and young people (and those who work with them) across Leeds and incorporate these into a 'one stop shop' under the Breeze banner.

This site is constantly developing and currently is working closely with SportLeeds and the national governing bodies to develop the Culture Network as a tool to ensure a a greater awareness of key sport developments and priorities in the city and the effect on young people's participation.

In a number of areas cross city partnership networks have been established including – Film, Dance, Music, Early Years, Literature etc... - BreezeLeeds.org and Breeze Culture Network disseminates information shared within those networks

directly to children and young people (and those working with them) in website pages devoted entirely to signposting and encouraging take up of the opportunities they have developed.

### **Actions for improving access to young people for cultural organisations**

The next steps are to work more closely with the sport organisations in Leeds to spread the use of the Culture Network and to share key data. This will enable more young people to engage in sport and offers the potential to develop new activities that young people can/want to attend in their local community. Opportunities to share good practice and champion the role of the voluntary clubs in delivering additional activities will be explored. In return the sports organisations will benefit from greater business intelligence on participation in sport in the City and increasing take up of their activities.



## How the statutory and voluntary sector Youth Service engages with Breeze and how that can be developed.

All open access activities provided by LCC Statutory Youth Service are promoted on breezeleeds.org. Over the summer 2011, 766 Youth Service activities were advertised on the web site. Hunslet Boys and Girls Club are also very proactive in uploading all their information, and in summer 2011, 227 separate activities were advertised by them.

The statutory Youth Service attends Breeze on Tour to promote local youth service activities, as do some of the voluntary sector organisations. This helps raise awareness of what's available at a local level. Closer partnership working is achieved through two successful initiatives, The Breeze Friday Night Project and Back Yard Breeze. Here joint working helps create a regular, low cost, sustainable provision that introduces young people from the age or 8 - 19 to the range of services in their area. The joint working creates a larger staff team with a broader range of skills. This ensures a more exciting programme, the ability to work with larger numbers of young people at the same time, and to sign post young people on for more intense support with partner agencies, including initiating Common Assessment Framework's. Resources are pooled from Breeze, LCC Youth Service, Local Police Community Support Officers, Local voluntary sector Youth Organisations including those with expertise of working with the younger age group 8 -12, Sports Staff, Community Safety/ASBU. For further details please see Appendix 3 The Friday Night Project Report

Youth work provision in Leeds is currently subject to a review however the need for close working will remain. Close working at a local level will ensure that whatever a young person's needs or interests are there is a strong relevant pathway for them to follow.

### Actions to improve for joint working;

- Undertake an audit of local cluster provider networks
- Work to engage all partners including the Statutory and Voluntary Youth Service.
- Where links don't currently exist develop a network
- Develop a unified approach to offering more support to those who need it and to ensure all young people know what is available for them locally.
- Ensure that the local practitioners are also more aware of the breadth of services available in the area.

## Information on uniformed organisations

Collecting information on Scout and Guide groups proved challenging. When contacted the national scouting association they were unable to give local scout club details for data protection purposes and attempts to contact regional scout and guide leaders by email have proved unsuccessful. The information collected has been via website and facebook and as such is not verified.

**West Leeds Scouts** website gives some good information listing 13 troops providing scouting for between 6 and 14 year olds, with an unspecified number of troops catering for explorer scouts – 14-18 year olds.

**North Leeds Scouts** website which Covers North East Leeds, Headingley, Meanwood, Kirkstall and parts of Harehills has 17 troops and state they are working with an estimated 1,000 young people mostly under 14's.

**East Leeds Scouts** has 10 troops, 8 of which are for under 14's and two of which are Beaver and Cub groups only.

**South Leeds Scouts** have the least online presence with only 4 different troops been identified.

**Girls Guides** have very little web presence in Leeds with 20 troops being identified city wide so far through individual enquiries, the number of young people accessing each troop is unknown. However we do know that West Leeds has- 3 Troops, North Leeds has 6 Troops, East Leeds has 8 Troops and South Leeds has 3 Troops.

No coordinated list of uniformed groups has been found so further work is required to pull this together to give a better insight into how their activities contribute to young people's engagement with culture.

## A case study: Engaging young people in Leeds with the celebration of the Olympics and Paralympics.

2012 offers a focused opportunity to increase participation in cultural activity. Leeds is focusing particularly on young people and ensuring they are at the heart of the cultural programme. Young people's engagement is already wide ranging.

- The Project Board overseeing the city's celebration includes a young ambassador who has taken an active role in all planning over the last three years. She is now 17 and she has grown significantly as the process has developed.
- Allocated two places as part of the Torch Relay, the Council has nominated two young people who have faced up to life's challenges in significant and differing ways
- Many schools are supporting Spirit Alive. This is an exciting programme that engages young people in planning, managing and running their own Olympic celebration. Young people can define the sports to be played, they plan the opening and closing ceremony and they run the enterprise behind the event to ensure it succeeds.
- The national school programme Get Set has a large number of schools in Leeds signed up but as yet only a small number are active
- Young people have been involved in all the visits by the teams who will use Leeds as a base in 2012. They have been able to see divers and swimmers train and understand what it takes to be an Olympian. This activity will carry on next year as all teams have signed an agreement that they will allocate some time in their training sessions to being observed by young people. This is being managed carefully to ensure the athletes remain focused on the ultimate ambition of a medal

In addition more information is gradually becoming available about other activities happening next year

- The dates for the Torch Relay have been announced and it will visit the city on three days. Each time there will be an opportunity to line the route and the Council is working with all interested organisations and community groups to populate the route with exciting and innovative activity.
- The evening of 24<sup>th</sup> June will see an evening celebration focused at a family audience. Included in the programme for this will be two 10 minute pieces which will involve young people. The plans are currently awaiting approval by LOCOG and then will be shared.

- Throughout the summer, wrapped around what is happening in London will be an innovative cultural programme Leeds Inspired. This is currently in development and will offer a wide range of opportunities for young people. In the week of 18<sup>th</sup> – 30<sup>th</sup> June there will be a festival of sport. This will enable people of all ages to try sports perhaps they don't know well. Sports clubs and organisations as well as Leeds City Council venues, the two universities and City College are heavily involved in planning a great festival.
- Young people who prefer dance, art, music, film and literature will also find a wide range of events for them to engage in. On 15<sup>th</sup> July a big dance is planned in Millennium Square, on 18<sup>th</sup> May the Dark Arches will host a media spectacular and young people will be involved in the design and activity on the stage at the torch relay celebration event.
- 
- In August the Paralympics begin and this will be a great opportunity for those with disabilities to engage. Leeds has a number of very successful Paralympians and it is planned for them to share with young people how they have tackled their life challenges to find sporting success
- Leeds through the Disability Sports Officer has gained the Inspire Mark for 4 Disability projects. The mark recognises events which are genuinely inspired by the London 2012 Games. Disability and Wheelchair Tennis, Wheelchair Racing, Leeds Disability Sports Panel and Leeds Disability Sports Camp have all gained recognition

Plans are still at an early stage and not everything can be shared at this point. The objective is to ensure the young people of Leeds both develop and can participate in an amazing programme which will inspire them and the city.

## Breeze Communications Quarterly Performance

Period: Q2 -1<sup>st</sup> July – 30<sup>th</sup> September 2011

### Introduction

Summer proves to be the busiest time for Breeze and therefore generates the greatest demand on communications. With no access to any external funding streams and general budget limitations all general communications have been focused on online services. The main focus is now on BreezeLeeds.org, with supplementary campaigns supporting.

Below outlines the two main time specific campaigns and the statistics generated from these alongside the statistics from BreezeLeeds.org.

### Campaign

*Six Weeks of Summer*

#### Summary:

An online campaign to plug the gap of previous years printed publications to promote summer activities to children, parents and carers, with a focus on the later two audiences. An area on BreezeLeeds.org was created offering an online calendar, event postcode search and sign posting to other online information. This was advertised with a direct url through schools websites, Breeze e-newsletters, links from other websites and on the home page of the Breeze website.

#### Campaign results:

Web statistics

	Page views	Unique Visits
Six Weeks of Summer - main campaign page	5227	3821
Six Weeks of Summer Calendar	3447	2814
Suggested Days Out	808	343
Six Weeks of Summer Postcode Search	316	301
<b>Total</b>	<b>9798</b>	<b>7279</b>

The main landing page was the 4<sup>th</sup> most popular on the site during this period with it being the 5<sup>th</sup> direct landing page people accessed the site from.

### Campaign

*Facebook – Where it's @*

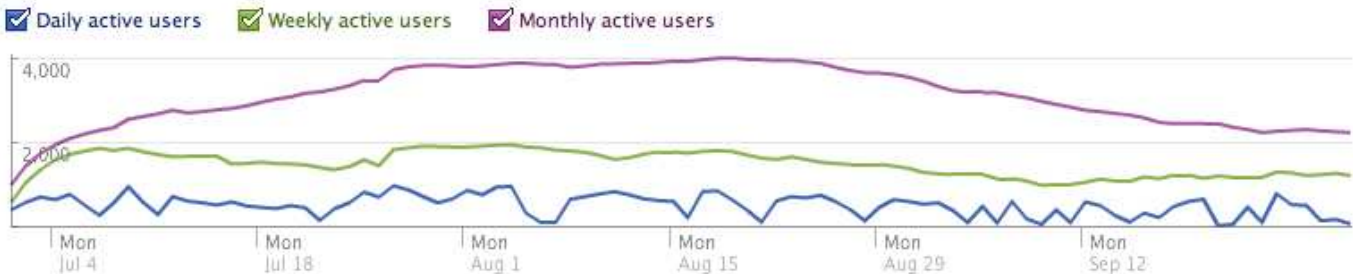
#### Summary

An online campaign creating a unique landing page for the Breeze Leeds Facebook page, offering access to competitions, videos, pictures, an online poll and a

searchable event calendar fed from the main Breeze website event database and linking back to the site. This focused on young people themselves, capturing them while they were already online. Incentives offered to Breezecard members to join the site by offering them priority event information prior to any other communication channel, including access to online ticketing for Party in the Park and prize draw entry for backstage passes.

**Campaign results:**  
Facebook statistics

New likes: 1,683  
Lifetime likes: 2,436  
Post views: 433,838  
Post feedback: 1,737



**General Website Performance:**

	Unique Visitors	% up from previous year	Page views	% up from previous year
BreezeLeeds.org	38,832	29.57%	189,435	20.24%
BreezeCultureNetwork.org	1,415	-	21,367	-

**Statistic observations**

New site visits consisted of 60.75% of total unique visits.

Trends show that the first few days in the week (Monday to Wednesday) were the most popular days with spikes throughout the three months on these days. Time on the site and amount of pages viewed gradually decreased once the summer holidays ended.

**Traffic Sources**

Direct Traffic -14.98%  
Referring Sites – 25.88%  
Search Engines – 59.04%

## **Top 10 Sources**

1. Google
2. Direct (known url direct into web browser)
3. Leeds.gov.uk
4. Facebook
5. Bing
6. Facebook events calendar
7. Search
8. Leeds Learning Network (Schools)
9. Yahoo
10. Leeds Learning Network (Libraries)

In addition to above 7.64% of traffic came from a link clicked on from emails (sent out bi-weekly during the summer holidays).

## **Content**

Top 10 pages

1. Home
2. News
3. Breezecard
4. Breeze on Tour
5. Members area (apply for Party in the Park tickets)
6. Six Weeks of Summer
7. Breezecard discounts
8. Six weeks of summer calendar
9. What's on a Breeze on Tour
10. Events search

## **Entrance Keywords**

The top 10 phrases used in search engines to find the website all consisted of variations of the word 'Breeze', e.g. Breezecard, Breeze on Tour, Breeze Festival.

## **Mobile Devices**

Mobile devices made up 13.24% of site visits, however time spent and pages viewed on the site was below average.

## **Top 5 Mobile Devices**

1. iPhone
2. Andorid
3. iPad
4. iPod
5. Blackberry

## **Conclusions**

- The Six Weeks of Summer campaign proved worthwhile, as this purpose built area didn't provide new content, it simply presented it in a new format, encouraging over 7,000 users to access to event data in a different way.

Indicating that during school holidays it could be valuable to produce similar seasonal areas on the site.

- In the Facebook campaign incentives such as exclusive competitions and promise of first access to event information and tickets proved very successful, the biggest growth in popularity was during the start of the campaign while these offers were available. To continue growth similar promotions and incentives must be used.
- Statistics show that website visits are up nearly 30% from previous years with an increase in page views also.
- Both website and Facebook trends demonstrate a higher demand for information during the school holidays with more interactions from young people during this time.
- Both campaigns contributed to new visits to the site, as demonstrated by referring traffic sources from Facebook (including the Facebook event calendar), and Leeds Learning Network (schools), two sources targeted from the individual campaigns.
- News and Breezecard have proved to be the main focus on the site no matter what time of year. With the events search ranking low, perhaps indicating a lack of prominence on the site. Seasonal pages such as Breeze on Tour and the Six Weeks of Summer campaign have repeatedly ranked in the top ten popular pages; this is expected for this time of year. No unexpected results have shown up in content rankings.
- The keyword search phrases with use of the word 'breeze' within the search terms highlight the fact that most people visiting the site have some awareness of Breeze (or one of the Breeze programmes) prior to visiting the site. However it also highlights that whilst attracting new visitors it is not attracting visitors who are looking for general information on search terms such as 'what's on', 'activities for children/families' etc. Further work could be done to improve this.
- Mobile visits are increasing, however as the site is not optimised for mobile access they do not stay on the site or browse the site from their mobile devices. Interestingly Apple devices such as iPhone, iPads and iPods take three spaces within the top 5 devices despite the perception that Blackberry is the young persons mobile device of choice.
- While the campaigns clearly drove more traffic through the main website, the reach is still not as great as that of previous printed publications. Therefore similar low cost campaigns must continue to be able to fill a gap and build on the audience from this quarter.





## Breeze on Tour Report 2011

### Background:

Breeze on Tour was developed in 2004 to introduce young people to the range of services and activities available to them in Leeds. This was supported by £258k from Leeds City Council's capital fund to purchase mobile equipment for children and young people in Leeds.

The original objectives were

- Provide a broad range of fun interactive positive activities for targeted and non targeted Young People in the target age range 8 – 19yrs in key areas of the City (now 0-19)
- To create a high profile event which would help fix the Breeze brand as the one stop for cultural and leisure services provided through the council.
- To work with sections within the Department to promote the services they provide to young people and families in the community.
- To provide events in a safe environment
- To encourage young people to travel across the city.
- To sign post young people into further positive activities, education and support.
- To deliver key outcomes in line with key National and local strategies Every Child Matters, the Youth Offer and The Children and Young People's Plan for Leeds

The event has subsequently engaged with approximately 120,000 children and young people since 2004 and involved over 50 partners in delivery each year .

**The Breeze 2011 report is structured in 5 sections to reflect how the programme meets national and local priorities including the City Priority Plan and the Children's and Young People's Plan (see attached). Key highlights of Breeze 2011 included young people having the opportunity to:**

#### Have fun growing up

- 5 x 2 day large scale events for young people and 12 x 1 day events were delivered
- 18,100 children & young people attended

#### Be safe

- Young people moved outside of their own areas to attend events
  - Kirkstall 84.5%
  - Temple Newsam 76%
  - Armley 62.5%
  - Cross Flatts 60%
  - Scott Hall 57%
- Young people from different backgrounds came together  
Breeze ethnicity: White British 75% BME 12% Unknown 12% GRT 0.17%

#### Do well in learning

- 40 delivery partners involved including learning organisations
- Young people directly recruited to Courses at Leeds City College

#### Be Healthy

- 20+ organisations delivered healthy activities and information
- Alcohol and drugs service and Speech therapy services received referrals sources at Breeze

#### Be Active Citizens

- Young people actively participating in volunteering at Breeze
- Young people involved in service design and delivery

Activity

Breeze on Tour 2011

Population:

All children and young people

**ECM  
Outcome:**

**Have fun growing up**

**City Priority  
Plan  
Priority:**

**Best City for business: increasing people's  
involvement with Cultural opportunities**

LCC Cross  
Council  
Priorities

**Value: Spending money wisely**

**Children's Plan  
Priority:**

**9. Provide play, leisure, culture and sporting  
opportunities Vision: Making Leeds a Child Friendly  
City**

**Why is this a priority:** Breeze on Tour offers a vibrant programme of cultural activities for young people to engage with, and is visible evidence of the Council's ambition to be a Child Friendly City. The programme runs in the summer holidays and includes a Play Zone, Arts Zone, Sport Zone and participation in performing at Breeze has Talent. It signposts pathways into the city's cultural and sporting opportunities

**Overall Progress:**

RAG rating **Green**

## Story behind the baseline

### What are the forces at work and causes driving current performance and the direction and rate of curve change?

Breeze on Tour (BoT) was established in 2004 to offer young people places to go and things to do in the Summer holidays and to maximise the use of £500k funding through the Council's Capital Investment programme. Attendance has steadily grown from 10,000 in 2004 to 18,100 in 2011

### What is the comparative performance and the breakdown by priority groups/ equality strands? Are there any targets?

Initially funded through PAYP to target young people aged 8+ at risk of Anti Social Behaviour, BoT has moved to being funded by Children's Services for the entire 0 – 19 population and delivered in Inner City venues. The accompanying Mini Breeze programme has moved from being funded by Children's Services to being commissioned by partners to target local communities. The programme continues to target vulnerable and challenging groups by close working with partners including Social Care and PAYP

### Performance on related indicators

In 2009 the Breeze on Tour age eligibility was broadened to include the under 8 age group and the marketing revised from 8 – 19 to free activities for under 19. This had an immediate impact with attendance by the under 8's almost doubling over the previous year. Additionally the 13 % increase in the 0-14 year old population has had an impact.

Attendance overall has increased by greater numbers of Primary school age children. In particular at the Mini Breeze events, whilst attendance by the 11+ age range has stayed relatively stable since 2007 (see Baseline chart)

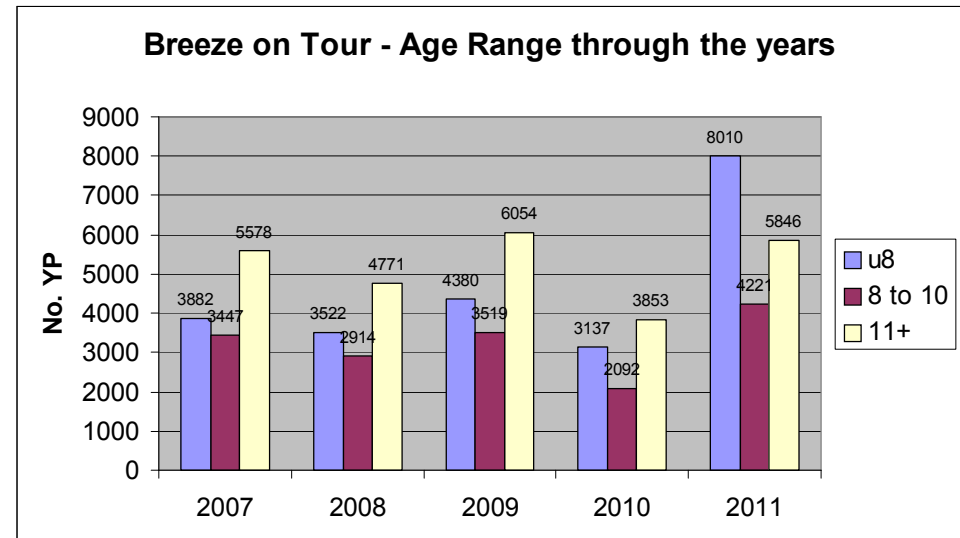
### Summary of impact, areas for further action and risks

From its inception the first objective for BoT was to offer a broad range of fun interactive positive activities. This has been delivered by working in partnership with a wide range of statutory, voluntary, community and private providers. This maximises the Breeze budget spend by delivering added value and content to the Programme. It also delivers our objective of supporting young people to engage with the broadest range of activities available to them in their localities and across the city. This allows young people to find and develop their talents and have fun growing up.

## Indicators

### Number of young people engaged in fun, positive leisure activities through Breeze on Tour

#### Baselines



## What do children and young people think *LCC Value: Working with communities in consultation*

Breeze regularly consults with young people on service design and delivery. This has been organised through a variety of methods including focus groups, web based consultation, surveys and questionnaires, event feedback. Every year the findings are considered when designing the next year's programme of activities. Groups of young people have come together to bid for funding to purchase and refresh the existing Breeze infrastructure with new equipment, and their designs have been used to refurbish the Breeze Techno trucks. The overwhelming number one priority for young people is that Breeze should remain a free event.

### What we have done

#### *CYPP Priority Provide play, leisure, culture and sporting opportunities*

Activity to date and evidence of impact

- Breeze on Tour 2011 consisted of 5 x 2 day large scale events for young people in major parks and heritage sites across Leeds funded by LCC, and 12 x 1 day events in smaller "pocket" parks across Leeds commissioned and funded by external partners.
- Created safe environments where young people can play and make the most positive use of their leisure time
- Increased attendance over 2010 by 31% to 18,100 children & young people (cyp)
- Packaged fun activities into Zones that cover Art, Challenge, Information, Play, Sport and that signposts young people into sustainable activities where they can have fun and develop their potential

#### *CYPP Vision: Making Leeds a Child Friendly City*

- Provided a platform for consultation and raising awareness of the Child Friendly City initiative

#### *Cross Council priority: Spending money wisely*

- Delivered added value by an estimated £58,000 of partner contributions to the events
- Made savings of over £20,000 by identifying more cost effective methods of delivery
- Delivered better quality of services for example the Play Zone was delivered by the Youth Support team to offer additional quality activities than when it was outsourced
- Engaged with 40 partners who contributed fun activities that gave support & information to children & young people and parent & carers

#### *CPP priority to support business by increasing the number of people accessing the city's cultural opportunities*

- Provided opportunities for young people to participate in cultural activities

### What works locally

- New contacts are made at Breeze which increases young peoples confidence in accessing services eg Childrens Centres in Rothwell and Lofthouse signposted their service to over 150 families
- Partners can achieve their reach targets for engagement with cyp eg Museums' project funding KPI's were based on contact at Breeze; Library Service uptake in Reading Game programme promotes literacy

### New Actions

New activity agreed with partners

#### *CYPP Vision: Making Leeds a Child Friendly City*

- Contribute to development of CFC priority action planning, OSA team represented in CFC working groups

#### *CYPP Vision: Minimise the effects of poverty on children & families*

#### *Cross Council priority: Spending money wisely*

- Review all areas of spend to deliver cost savings and better value
- Explore delivering some activities in house instead of outsourcing to maximise spend and deliver a healthier product eg catering
- Develop a Breeze Buddy sponsorship package to bring added value and offset the effects of reduced budget
- Review Mini Breeze packages to ensure a better fit with local commissioners priorities and objectives

#### *CPP Priority increasing involvement with Cultural opportunities*

- Review uptake of partner services as a result of contacts made at Breeze
- Present city wide analysis of young people's activity to Scrutiny Board in December 2011
- Work to develop greater accessibility for disabled young people with partner agencies

### Data Development Gaps in data and information and how these gaps are being addressed

No facility to report on disability attendance, Leeds card unit obtaining costs

Different systems used across the city to capture data on young people's participation

- Breeze team making recommendations to Scrutiny in December

Information on priority groups out of date on Breeze database eg LAC and FSM

ECM  
Outcome:

## Be Safe

City Priority  
Plan  
Priority:

Best City for Communities: Reduce crime levels and helps build cohesive and harmonious communities

LCC Value:

Value: Working with communities

Children's  
Plan  
Priority:

1. Help children to live in safe and supportive families 2. Ensure that the most vulnerable are protected

**Why is this a priority:** Breeze on Tour provides activities in safe environments and targets young people from vulnerable groups. Breeze is a free activity programme that offers families a relief from stress in the school summer holidays, and gives all children and young people free and equal access. Breeze offers opportunities for young people from a diverse range of backgrounds to mix together and enhances cohesive communities

**Overall Progress:**

RAG rating **Amber**

**What are the forces at work and causes driving current performance and the direction and rate of curve change?**

A commitment to safeguarding underpins all the work that Breeze delivers. We ensure we follow safer recruitment practices and safeguarding and child protection are emphasised in training. We conduct rigorous and dynamic risk assessments for all venues and activities to eliminate or minimise risk. Contracted services are scrutinised to ensure compliance with Child Protection and Equal Opportunity policies. Staff are trained to adapt activities to ensure safe access for young people of all abilities. We aim to create a safe and welcoming environment for young people that is consistent across the city, and to encourage young people to attend events outside their own neighbourhoods to break down geographical barriers and build community cohesion.

**What is the comparative performance and the breakdown by priority groups/ equality strands? Are there any targets?**

We have undertaken an Equality Impact Assessment for Breeze on Tour to ensure the programme is inclusive. We work in partnership with a range of Council and community partners to identify safe venues that meet a range of identified needs. Main events are held in predominantly Inner City main parks or heritage sites to avoid territorialism and increase accessibility by public transport. Targeted publicity is conducted to ensure that the needs of the most vulnerable and at risk groups are considered including LAC and disabled young people. Publicity is translated into community languages and events are held in areas with high density of BME groups to ensure take up by diverse communities. The events themselves continue to be free to ensure take up by economically disadvantaged families.

**Performance on related indicators**

Attendance at Breeze is monitored by the Breezecard and data is analysed to evaluate access and attendance. The number of young people attending continues to grow, with high representation from BME groups. Although we can report on representation by disadvantaged groups the data is out of date therefore is unreliable. Attendance by disabled young people has increased but cannot be reported on. Numbers of young people attending outside their own neighbourhoods have increased, as has the number of young people who go on to attend a main Breeze event after attending a Mini Breeze event.

**Summary of impact, areas for further action and risks**

Breeze is highly valued by cyp and families as a safe place to go in the Summer. Further work is required to ensure all young people feel safe and supported at the events, and care has to be taken to ensure that increasing commercialisation does not disenfranchise economically disadvantaged young people and increase their likelihood of engaging in unsafe activities.

**Indicators**

Number of young people attending including priority groups

Analysis of ethnic mix attending at each event

Evidence of young people attending events outside of their own areas

Partnerships developed to promote and support young people's safety

Young people's feedback on feeling safe at Breeze

**Baselines**

- 2011 attendance 18,100
- 85 LAC young people attended (data out of date)
- City Ethnicity White British 89% BME 11% Breeze ethnicity: White British 75% BME 12% Unknown 12% GRT 0.17% , at some events BME representation as high as 35% (see Table below)
- Young people attending events outside their own area (ward):
  - Kirkstall 84.5%
  - Temple Newsam 76%
  - Armley 62.5%
  - Cross Flatts 60%
  - Scott Hall 57%
- 39 partners involved in delivery including the Fostering and Adoption Team
- 100% of young people surveyed on Facebook felt safe at Breeze
- 95% of disabled young people surveyed said they felt safe at Breeze

	Scott Hall	Cross Flatts	Armley	Kirkstall	Temple Newsam
<b>White British</b>	52%	59%	77.2%	78.6%	83%
<b>BME</b>	35%	26%	11.5%	9.8%	4%
<b>Ethnicity Unknown</b>	13%	15%	11.3%	11.6%	13%

### What do children and young people think *LCC Value: Working with communities in consultation*

As indicated in the baseline figures young people feel safe at Breeze. Factors that they identify in feeling safe include “Friendly Atmosphere” “great staff” “fantastic staff team” Things they didn’t like include swearing by young people, litter, long/disorderly queues (this is where tensions can lead to conflict) too many Health and Safety restrictions, and that the event itself was too busy or too cramped.

#### What we have done *CYPP Outcome: CYP are safe from harm*

We have worked closely with Safer Leeds since 2003 when we began to manage the PAYP programme to address youth related anti social behaviour and reduce first time entrants into the criminal justice system. Breeze on Tour was delivered in partnership with local agencies to ensure community safety issues were addressed

Breeze creates a safe place to go in the Summer holidays and offers positive, diversionary activities that are targeted at vulnerable groups but are accessible to all young people.

Young people are encouraged to engage in new activities that are supervised by supportive staff who are trained in meeting young people’s needs. It offers young people from diverse backgrounds the opportunity to come together in a safe environment.

We worked in partnership with CFC and the Youth Council to consult with young people on the CFC themes, Safety was the theme for the Cross Flatts event

#### *CYPP Priority1. Help children to live in safe and supportive families*

A wide range of partners are involved in offering information and support that promotes young peoples (and families) safety. These have included Substance use, Domestic Violence, Safety in the home, crime prevention, bullying. National organisations have promoted initiatives at Breeze such as Network Rails’ campaign to address safety on the rail network, and O2 working to promote online and mobile phone safety

#### *CYPP Priority2. Ensure that the most vulnerable are protected*

*“The stall was a success and over 160 children & parent’s visited and were educated on child protection , e-Safety when on line and using a mobile as well as how to cope / deal with cyberbullying. The information we were providing around CEOP and how we work in O2 will help point the children in the right direction for support and guidance”*  
Quote from O2 on the Mini Breeze event at Roundhay

#### What works locally

Families can access information on key risks to their safety and how to deal with them. In one Summer West Yorkshire Fire Service booked 250 Home Safety inspections at Breeze with over 300 fire alarms subsequently being installed

In 2011 during the period of rioting across the country we worked closely with West Yorkshire Police to ensure the event at Scott Hall could continue to offer diversionary activities for young people in a safe and harmonious environment. This event was attended by high numbers of young people from BME groups (35%). At local level the police can engage with young people and develop trust & relationships with them and provide reassurance to help young people feel safe

The Council’s Adoption and Fostering Team feedback was it was a good investment of their time being at Breeze as they raised the profile of Fostering and at least one family had gone through to Assessment as a direct result of contact made at Breeze

#### New Actions

New activity agreed with partners

#### *CYPP Priority2. Ensure that the most vulnerable are protected*

To conduct focussed work with a range of stakeholders including the SILCs to address disability access and provide reassurance for young people with disabilities and their families  
Breeze representation in the CFC Safety working group

Factor young people’s views on negative safety aspects into site layout eg queuing and space.  
Consider reducing the numbers of catering and fairground concessions to minimise commercialisation and maximise space

Continue to develop new partnerships to promote young people’s safety through contributions to Breeze on Tour. Positive engagement has commenced with a range of local and national organisations. These include British Waterways and Yorkshire Water to promote young peoples **water safety** on and around rivers and canals

Earlier confirmation of budget will enable us to engage with partners in forward planning for 2012 and secure their participation. We are particularly keen to address issues around **road safety** and the Council’s Road Safety Unit and West Yorkshire Fire Service have indicated their interest in the 2012 programme

#### *CYPP Priority1. Help children to live in safe and supportive families*

Continue to develop partnership working with LCC **Domestic Violence** team to identify support pathways for young people

#### *Best City for Communities: help build cohesive and harmonious communities*

Continue to ensure all equality strands are considered in planning to remove barriers to participation by minority and vulnerable groups eg BME, LAC, FSM, and encourage young people’s safe movement around the city

#### Data Development

Some data on vulnerable groups is out of date ie LAC and FSM therefore reports on their representation at Breeze are not reliable Leeds card. Breeze making recommendations to Scrutiny board in December

<b>Activity</b>	<b>Breeze on Tour 2011</b>	<b>Population:</b>	<b>All children and young people</b>
<b>ECM Outcome:</b>	<b>CYP Do well in learning and have the skills for life</b>	<b>City Priority Plan Priority:</b>	<b>Best City for Business: Improving skills, Raising the profile of Leeds</b>
<b>LCC Value:</b>	<b>Value: Working with communities</b>	<b>Children's Plan Priority:</b>	<b>3. Improve behaviour, attendance and achievement 4. Reduce NEET 5. Support children to be ready for learning 6.Improve support/additional health needs</b>

**Why is this a priority:** Breeze on Tour works with partners to promote learning opportunities at the events and signpost to other initiatives in the holidays that can support learning. The Info Zone and Arts activities promote positive messages to support City priorities eg Attendance, and signpost to sources of support

**Overall Progress:**  
RAG rating and a DOT arrow



**Story behind the baseline** 3. *Improve behaviour, attendance and achievement* 4. *Reduce NEET* 5. *Support children to be ready for learning* 6. *Improve support/additional health needs*

**What are the forces at work and causes driving current performance and the direction and rate of curve change?**

Research has evidenced that those young people who engage in a variety of positive out of school activities do better in learning and achieving in school. Studies also show that disadvantaged young people engage in fewer out of school learning opportunities and their educational achievements are lower than their more affluent peers.

**What is the comparative performance and the breakdown by priority groups/ equality strands? Are there any targets?**

Breeze on Tour provides positive diversionary activities in the summer holidays when young people are more at risk of becoming involved in Anti social behaviour due to not being engaged at school. Events are held in deprived areas and target priority groups. The activities they participate in are designed to be fun and mentally and physically engaging, as well as being sustainable outside of the events.

Staff and partners are involved in giving young people information and advice on how to progress their involvement in the activities through local services and organisations.

As Breeze runs in the Summer holidays we work with Learning organisations and IAG colleagues to be on hand to support young people to make informed choices when the exam results come in and they can advise on options and courses thus contributing to reducing NEET. We also offer volunteering opportunities for young people to build up their skills and enhance their CV's

We provide activities to support informal learning in the Play Zone and colocate staff from services that offer advice and support to parents of young children

In the Info Zone we have information stands from services that offer specialised support to those who have additional support needs.

**Performance on related indicators**

Breeze data evidences that we are successful in engaging with disadvantaged groups of young people who are otherwise less likely to engage in positive activities

**Summary of impact, areas for further action and risks**

We anecdotal evidence of impact (see below), and we intend to further investigate how we can improve monitoring take up of services outside/after contact at Breeze. Budget cuts to organisations offering services to cyp has reduced their capacity to be involved at Breeze

**Indicators**

Number of children and young people attending including those from disadvantaged groups

Number of Zones and number of activities offered

Number of partners involved in delivery and any subsequent take up of services

Number of cyp/parents/carers engaging with targeted activity

Number of volunteer opportunities

What did young people learn at Breeze

**Baselines**

- 18,100 children and young people attending 2011
- 85 LAC young people attended (data out of date)
- 2768 young people were eligible for Free School Meals (data currency unknown)
- Ethnicity: White British 75% BME 12% Unknown 12% GRT 0.17%
- 39 delivery partners involved including learning organisations Leeds City College, Reemap
- Participation by volunteers from Leeds Youth Council, Involved & Leeds Youth Service

**Learning activities - Young people said they learned about:**

*“Animation” “Making a CD” “Making music” “Talk to Frank drugs service” “How to save goals” “Circus skills” “That Dinosaur bones are heavy! I will visit Leeds Museum now” “Drugs information” “Music services in Leeds” “Henna tattoos” “Craft activities to do at home” “Safety” “Not to push in” “Enjoyment” “Not to drop litter” “Learnt games” “alcohol awareness” “vegetarianism” “Future Arts” “Dance” “Boxing” “To share, look, listen and enjoy” “Football coaching” “The value of patience” “To be more safer” “Courses in Leeds” “Loads!”*

**What do children and young people think** *LCC Value: Working with communities in consultation*

We have ongoing dialogue with young people about the design and delivery of services. Young people tell us they want more Breeze activities, they want them to remain free and they want them in their own neighbourhoods. Young people tell us that they have learnt a variety of things at Breeze and they also suggest how they can contribute and develop their own skills through volunteering at Breeze

**What we have done**

*CYPP Priority 3. Improve behaviour, attendance and achievement*

- Worked with 39 partners in the Information, Sport and Arts Zones to offer learning activities and signpost to sources of information and support
- Promoted key priorities for the City in a fun and engaging way eg Attendance Strategy team engaging with families to sign up to supporting children's attendance at school through an arts competition

*. CYPP Priority 4: Reduce NEET*

- Directly recruited to courses targeted at NEET 16 – 18 year olds
- Provided access to learning and skills development through volunteering opportunities for 13 – 19 year olds

*CYPP Priority 5. Support children to be ready for learning 6.Improve support/additional health needs*

- Offered employment to young people in the Casual Breeze staff teams
- Engaged with parents of under 5's with a variety of additional support needs – 20 parents were directly referred for support with their children's speech difficulties

*Best City for Business: Raising the profile of Leeds*

- Raised the profile of Leeds nationally with Breeze appearing in National publications eg The Guardian and subsequent enquiries from other local authorities to learn of best practice

**New Actions**

New activity agreed with partners

- Early indications of an identified budget for Breeze 2012 will allow us to engage with partners sufficiently early enough to secure greater participation with the programme
- Review Mini Breeze processes and communication to ensure a better fit with local priorities and encourage take up by a broader range of partners offering Information and support
- Work with the Breeze steering group and other partners and stakeholders to develop more effective tracking of take up of services
- Increase the number of young people's volunteering opportunities especially from disadvantaged and vulnerable groups

**What works locally** *CPP Priority Best City for Business: Improving skills*

- Leeds City College have had 16 – 18 year old NEET young people enrol on their short courses as a direct outcome of their contacts made at Breeze
- Rock School UK delivered workshops for young people to develop their singing and music skills and go on to perform on stage to an audience:

*"Some had never played an instrument, most had never been in a band or on stage – I can honestly say, the experience for some will have been a life changing event in terms of confidence building. All participants learnt, in a very short space of time, some vital hints and tips on how to be in a band; how to run a productive rehearsal; how to play a chosen instrument quickly and in a 'fun fashion'. Along with these music based skills, all had to use more transferable skills such as listening skills, team work and compromise!"*

Quote from Rock School UK

**Data Development**

Gaps in data and information and how these gaps are being addressed

- Different systems used across the city to capture data on young people's participation – Breeze team making recommendations to Scrutiny in December
- Information on priority groups out of date on Breeze database eg LAC and FSM. Breeze team working with Business Transformation service to identify how corporate intelligence can assist with improvements to data profiling and GIS mapping

Activity Breeze on Tour 2011

ECM Outcome: Be Healthy

Population: All children and young people

City Priority Plan Priority: Best City for health and well being: people make healthy lifestyle choices

LCC Value:	Value: Working with communities	Children's Plan Priority:	7. Encourage activity and healthy eating 8. Promote sexual health
------------	---------------------------------	---------------------------	---

**Why is this a priority:** Breeze on Tour offers a diverse range of physical activities in its Sports and Challenge Zones, signposts to local sustainable activities through partner involvement and provides access to information in the Info Zone and signposting to local services.

**Overall Progress:**  
RAG rating and a DOT arrow

### Story behind the baseline

#### What are the forces at work and causes driving current performance and the direction and rate of curve change?

Since its inception in 2003 and managing the PAYP funding in Leeds we have been able to play a major role in developing Positive Out of School Activities in Leeds. The 2 main areas of positive activity that we were tasked with providing in response to young people's expressed need were sports and arts activities. This work underpins the delivery of the ECM outcomes around young people's health, including physical fitness through participation in physical activity and associated mental and emotional health benefits by engagement in a wide range of positive activities.

#### What is the comparative performance and the breakdown by priority groups/ equality strands? Are there any targets?

Our objective has always been to develop the universal menu of activities for all children and young people in Leeds with capacity for targeted young people being "nested" at the heart of the provision. By developing and delivering services/activities that improve health outcomes for targeted young people we are able to offer those activities to all young people. When we created Breeze on Tour we aimed to offer a vibrant programme that offered young people taster sessions in Sports and Arts activities and provide them with the information on how to get involved outside of Breeze.

#### Performance on related indicators

Breeze now offers young people healthy activities in Sport and Challenge Zones, with partners providing information to allow young people to make choices about healthy lifestyles in the Information Zone

#### Summary of impact, areas for further action and risks

Since 2004 we have worked with a range of National, regional and local partners to promote Health. The Talk to Frank drugs initiative was launched at Breeze as no other local authority could offer them the same access to young people as Breeze could. We have developed successful partnerships with NHS and Leeds Youth Service to deliver mobile sexual health services at Breeze including the Ccard scheme and Chlamydia testing. This year we worked in partnership with the Youth Service to deliver information on the Health bus, and worked with local health services including Platform (young peoples drug and alcohol service), the Black Health initiative (BHI) and volunteers from YSHAG – the young people's sexual health action group. The challenge for delivering activities and information is lack of capacity in partner organisations as the effects of reduced budgets increasingly take effect

### Indicators

Number of young people attending including target groups  
 Number of health related organisations represented at Breeze  
 Number of sports organisations & clubs represented at Breeze  
 Number of sport and physical activities delivered at Breeze  
 Provision of healthy food options at Breeze  
 Feedback from young people at Breeze

### Baselines

- 18,100 attendances including
- 2768 young people who were eligible for Free School Meals (data currency unknown)
- Representation by Health focussed services: Youth Service Health Bus, Platform, Black Health Initiative, YSHAG, Hamara Healthy Living Centre, Feel Good Factor
- Representation by Sports focussed organisations: LCC Sports Development Unit & Community Sports Officers, LCC Striker programme, the Rugby Football Union, LCC Leisure Centres, Aviation Allstars, Leeds Taekwondo, Black Belt Academy, The Dance Studio, Alwoodley Cricket Club, Hollywood Bowl, Sports Extra
- Breeze Sport and Art Zones included Football, cricket, badminton, volleyball, streetdance & breakdance, Bollywood dance, majorettes
- 8 food concessions

<b>Activity</b>	<b>Breeze on Tour 2011</b>	<b>Population:</b>	<b>All children and young people</b>
<b>ECM Outcome:</b>	<b>CYP are active citizens who feel they have voice and influence</b>	<b>City Priority Plan Priority:</b>	<b>Best City for Communities: Builds cohesive and harmonious communities</b>
<b>LCC Value:</b>	<b>Value: Working with communities: young people's involvement &amp; consultation</b>	<b>Children's Plan Priority:</b>	<b>10. Reduce crime and anti social behaviour 11. Increase participation, voice and influence</b>

**Why is this a priority:** Breeze on Tour works with partner agencies to ensure participation by targeted young people from vulnerable and challenging groups, and offers positive, diversionary activities to reduce the risk of youth crime and anti social behaviour. It actively involves young people in planning and delivering the events.

**Overall Progress:**  
RAG rating and a DOT arrow

### Story behind the baseline

**What are the forces at work and causes driving current performance and the direction and rate of curve change?**

**What is the comparative performance and the breakdown by priority groups/ equality strands? Are there any targets?**

**Performance on related indicators**

**Summary of impact, areas for further action and risks**

We offer volunteering opportunities for young people to build up their skills and enhance their CV's

### Indicators

Number of young people participating including priority groups

Number of young people participating from BME groups

Number of volunteering opportunities

Number of consultation opportunities

Number of young people participating in Breeze Has Talent

Number of campaigns/initiatives promoted at Breeze

### Baselines

- 18,100 attendances including "at risk" groups from PAYP (Positive Activities for Young People), YOS (Youth Offending Services), YIP's (Youth Inclusion Projects)
- Ethnicity: White British 75% BME 12% Unknown 12% GRT 0.17%
- Six organisations supported young people to volunteer at Breeze
- Three organisations worked in partnership with Breeze to consult with young people including online consultation on Facebook and Breezeleeds.org
- 79 young people participated in Breeze Has Talent
- 5 CFC themed consultations facilitated by young people

**What do children and young people think about** *LCC Value: Working with communities in consultation*

**What we have done**

Activity to date and evidence of impact  
Diversionary acts  
Platform for CFC consultation  
Volunteers  
Raised awareness of welfare and environmental issues and promoted positive and pro social themes eg, Party without Pollution and responsible pet ownership.

**New Actions**

New activity agreed with partners  
***CYPP Priority 10. Reduce crime and anti social behaviour***  
Restructure Breeze governance arrangements to support the development of a year round calendar of Breeze diversionary activities  
Earlier confirmation of budget will assist forward planning and engagement with more agencies who can deliver pro social content in the Information Zone  
***CYPP Priority 11. Increase participation, voice and influence***  
Work to support more young people to be involved in making a positive contribution at Breeze, and to effectively monitor and evaluate their engagement.

**What works locally**

Young people worked with us to secure funding to refresh and replenish the Breeze equipment. They selected new equipment and designed the rebranding and refurbishment of existing equipment to offer a broader range of activities that are more cost effective  
In one summer over 4,000 young people signed a pledge not to carry knives or weapons.

**Data Development**

Gaps in data and information and how these gaps are being addressed

**Partners with a role to play** Children's trust partners who will contribute to improvement against this priority either explicitly as part of collective activity or through their own work All colleagues from Childrens Services, Voluntary and community sector partners, City Development directorate services eg LeedsCard, The Events Team, Sport and Active Rec, Parks and Countryside, Business Services, the private sector



## Friday / Saturday Night Projects key information

### Background

The Friday Night Project (FNP) was established as a pilot project in 2007 at South Leeds Sports centre. There was a number of reasons for the project starting these included a focus by the Government of the day to target resources and provision through PAYP funding to provide activities to engage young people in hard to reach areas. Meetings at a local level with Area management, Police and Youth Services identified increased racial tensions in the community and it has long been identified as a hotspot for ASB in the local community. At this point South Leeds Sports Centre had availability on a Friday evening. The management team supported the development of the project and recognised the need to have complete use of the building. There was a real drive to develop a model that would be able to target specific young people but provide the space, the activities and the right support to all young people in the area. Having a broad age range 8 to 19 yrs meant that we had the volume of young people to fill such a large building. Creating a members club feel underpinned the model with a range of activities including sports creative arts dance and a space to just hang out. Working in partnership with local youth organisations we were able to pull together a very skilled team who were able to engage across the age groups. 4 years on and we have continued to develop the model by developing strong partnerships in quiet difficult times

### Rationale

- We wanted to provide a Safe space for young people to go, particularly in Winter months, with interesting activities and support staff from local organisations. This coincided with the Governments Youth Promise and move to provide more provision on a weekend.
- To provide regular high quality sports and arts provision in Anti Social Behaviour Hot Spots.
- The emphasis is on a club feel that young people could identify with and belong to and attend on a regular basis.
- Local agencies to provide additional support where needed.
- We wanted to get young people used to using the local Leisure centres.
- Take over the full centre so young people could fully enjoy the space with their peers. This means the pool, Gym, sports areas and activity rooms where we put on a range of arts workshops
- We want to build on these around the city to enable us to run 'leagues' across different areas – football tournaments for instance where groups from different postcodes mix in competitions and events
- Through a project steering group local ownership and working in partnership bring funding from a variety of pots and resources which reduces individual cost for organisations.

### The Projects in Practice

- The Projects take place in Middleton, Armley, Pudsey and the Dennis Healey youth centre in East Leeds. Past projects ran at East Leeds and South Leeds Sports Centres with great success. Nearly 1,700 individual young people have attended the clubs to date. Our intention is to build up the numbers of

centres that run this provision with an increasing number of shared projects like Sports tournaments and arts projects that encourage young people to meet and build relationships with other communities in the city.

- We capture information from the members through the Breezecard. This allows us to drill down into where we are attracting young people from and allows us to target underrepresented estates/areas and link this to ASB data to see if there are any patterns or trends.
- Measuring attendance allows us to see how successful we are in attracting the age groups, genders and ethnicity it also allows us to present awards for key milestones achieved and we recognise these at 25, 50, 75 and 100 visits. We currently have a number of members in the Middleton project on the way to 75 and 2 girls just short of 100
- Each of the projects is overseen by the City Project coordinator who liaises with the centre management team, partners, parents and carers and support agencies should concerns be raised regarding individual young people. The coordinator makes sure agreed standards are agreed looks at opportunities to engage projects outside of the sites, explores new funding opportunities, links the projects together and organises cross over activities and events so young people have opportunity to mix. Some projects are well established now and young people attending are playing a greater part in their own community including raising further funding, taking part in community clean –ups and initiatives to brighten up their locality. We are getting great feedback from the local community as well as a reduction in the number of ASB incidents which involve young people in the environs of the projects.
- The multi agency partnerships involve Local Voluntary and statutory Youth Service, Community Safety, the Police, extended services, Sport, local arts organisations, ASBU, YOS, Connexions, Health and are co-ordinated through the Out of School Activities team.
- We measure impact by charting the incidents of local ASB in the area, before we started the project and at other times in the week.
- The evenings are split into two sessions Juniors 8 – 12 and Seniors 12 – 19. The age split allows a transition period for the young person.
- If young people attending are identified as having additional needs we arrange support from PAYP keyworkers, YIPS or other local agencies.
- This provision is also a good way of introducing keyworked young people into local provision, where support is still available through local service providers.

## **Evidence of Success**

- We have local ASB statistical data showing a reduction of ASB in the area during the time when the provision runs, we also have individual case studies on young people who have benefited from involvement with Friday and Saturday Night Projects
- 1,570 young people have attended this provision and are members of the Friday night Clubs.
- Some accreditation has been achieved but these are mainly clubs for leisure activities
- Families are kept well informed, particularly with regard to behaviour where a strict code is observed through a jointly agreed 'Behaviour matrix' – here all partners agree on thresholds and young people behaving badly, bullying or

using unacceptable language and behaviour are challenged and subject to a temporary bar which is discussed with and where possible also enforced by the family.

- We have several case studies of young people coming through the clubs and being referred for additional help or being introduced to the clubs by their PAYP Keyworkers, or travellers link worker. In some cases going on to volunteer.
- A young traveller has recently headed up a successful bid to purchase mobile equipment for use by young people across the city in the Summer Breeze on Tour Events in parks in Leeds. We are now working with her and Leeds Gate who offer travellers support to get some permanent play facilities in Cottingley Springs Camp Site in Leeds.
- They also provide a progression route for very vulnerable young people who have been referred to PAYP for keyworker support. This is Gareth's story: when originally referred to PAYP for -1- keyworker support Gareth was not attending school, he subsequently attended the Breeze Sports Academy (also part PAYP funded) in his words:

*I didn't go to school from Year 9 onwards. PAYP found a college course called Educ8. Now I have left this course but I continued to access Educ8 5 days a week free-willing. I'm going to college in September then aim for university. 'I Went through to Payp because I was very naughty. Then went to sports academy. Then I started to grow up. When I started with Payp I started accessing activities for young people such as Friday Night Project. It Keeps you off the streets. Keeps us active - puts the games console away. Like a community so you get to meet more people and learn new skills. E. G. Communication.....*

This page is intentionally left blank

## Report of the Head of Scrutiny and Member Development

### Report to Scrutiny Board (Sustainable Economy and Culture)

**Date: 1<sup>st</sup> December 2011**

**Subject: Scrutiny Board Inquiry Draft Terms of Reference – Inquiry into the impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City’s transport infrastructure.**

Are specific electoral Wards affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of Ward(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number:		
Appendix number:		

## 1. Summary of Main Issues

1.1 The Leeds City Priority Plan and the Council Business Plan 2011 – 2015 both define transport aspirations, to improve journey times and the reliability of public transport and to provide, manage and maintain a safe and efficient transport network to aid sustainable growth.

1.2 The Leeds Growth Strategy, Getting Leeds Working states that ‘Transport Connectivity is still as important as it has ever been for economic growth... The primary objective is to maximise an increase in employment and productivity growth by the completion of transport schemes across West Yorkshire.’

1.3 To assist in achieving these objective the terms of reference for the Scrutiny Board (Sustainable Economy and Culture) specifically provides authorisation to scrutinise the impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City’s transport infrastructure.

1.4 On the 16 June 2011 the Scrutiny Board considered the work programme for the year and determined that transport would be one of the key areas on which the Board would concentrate. On the 14 July and the 22 September the Scrutiny Board considered the West Yorkshire Transport Plan and Leeds Local Implementation Plan and Strategy

and resolved that further Scrutiny be undertaken to establish if transport infrastructure and management is sufficient for Leeds as developing city in order to sustain economic growth.

The following matters were specifically highlighted as areas of interest:

- a. Traffic impact of new city centre developments under construction or in planning and maintaining traffic flow.
- b. Outcome and progress of the NGT scheme and other bid funding requests for major transport works in the City.
- c. Park and Ride schemes
- d. Links around and through the City, with particular reference to the north and north-west areas

1.5 Additional guidance has been sought from the Acting Head of Transport Policy in order to recommend areas of focus for the inquiry.

1.6 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference. Any views will be communicated to the Board by the Principal Scrutiny Advisor.

## **2.0 Scope of the Inquiry**

2.1 It is recommended that the inquiry focuses on the matters raised in paragraph 1.4. The Board should pay particular attention to:

- a. Demand management - the capacity to meet transport, traffic and travel demands now and in the future.
- b. Forecasting and development - The data utilised for planned transport infrastructure development and future forecasting of demand. The process for developing new interventions, the range of plans and options available to the city and the current position in their development.
- c. Update on progress with current major proposals.
- d. Efficient management of the transport network

## **3.0 Timetable and Submission of Evidence**

### **Session 1 – 26<sup>th</sup> January 2012**

- Current transport challenges for the City.
- Government decisions on funding for three major scheme proposals - outcomes of the bids and the next steps to be taken.
- Forecasting, planning and delivery – The integrated approach to identify demand, generate capacity and keep transport flowing.
- The role of good transport availability for tackling deprivation
- Transport as a catalyst for the growth of employment and inward investment.

## Session 2 – 22<sup>nd</sup> March 2012

- Draft Transport Strategy for the City Centre
- Traffic management strategies and plans
- Network management
  - Links and control of traffic flowing into and around the city centre
  - the improvement of travel times.
  - plans for managing disruption to networks/traffic flow around Arena, Eastgate and Harewood quarter and other major city centre developments whilst under construction and once completed.
- Promoting sustainable movement including the integration of pedestrians and cyclists

## Session 3 – 19<sup>th</sup> April 2012

- Meeting future demand –Forecasted growth and development of the City and the capacity of the transport infrastructure as detailed in the Leeds Implementation Plan to cope in the long medium and short term. (Census information 2010 if available)
- Park and Ride
  - overview of functioning park and ride schemes in the City and their effectiveness.
  - overview of the public consultation that has taken place with regard to functioning sites.
  - update on the current position, including development work in progress and potential future options, including influences/rationale for site selection.
  - planned consultation process to be undertaken and timetable.
  - the opportunities and barriers and the outcomes that might be expected from park and ride.

It is anticipated that the Scrutiny Boards final report will be agreed in the 2012/13 municipal year.

There is a range of available approaches to evidence gathering which the Board could seek to adopt as part of the scrutiny inquiry process. Approaches include:

- Submission of documentation and reports
- Discussion with key stakeholders
- Visits to selected locations or establishments, as appropriate.
- Visits to and/or discussions with other organisations identified as delivering best practice, as appropriate

### 4.0 Witnesses

4.1 The following witnesses have been identified as possible contributors to the Inquiry:

- Officers from the City Development Directorate
- Councillor Richard Lewis – Executive Member - Development and Economy
- Councillor Peter Gruen – Executive Member – Neighbourhoods, Housing and Regeneration

- Representative from the Sustainable Economy and Culture Partnership Board

## **5.0 Equality, Diversity and Cohesion and Integration Issues**

5.1 Where appropriate, all terms of reference for work undertaken by the Scrutiny Boards will include:

‘To review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the council’s Equality and Diversity scheme and on the Council’s Cohesion and Integration Priorities and Delivery Plan’.

## **6.0 Post inquiry report monitoring arrangements**

6.1 Following the completion of the Scrutiny inquiry and the publication of the final inquiry report and recommendations, the implementation of the agreed recommendations will be monitored by the Sustainable Economy and Culture Board (or its successor) or a specific working group as stipulated by the board.

6.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

## **7.0 Measures of success**

7.1 It is important to consider how the Scrutiny Board will deem if their inquiry has been successful in making a difference to local people. Some measures of success may be obvious at the initial stages of an inquiry and can be included in these terms of reference. Other measures of success may become apparent as the inquiry progresses and discussions take place.

## **8.0 Recommendations**

The Sustainable Economy and Culture Scrutiny Board is recommended to:

8.1 Note the information contained within this report, make further recommendation to update the terms of reference where necessary and agree the terms of reference for the inquiry.

8.2 Note that the terms of reference may incorporate additional information during the inquiry should the Sustainable Economy and Culture Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

## **9. Background Papers**

None



## Report of the Head of Scrutiny and Member Development

### Report to Scrutiny Board (Sustainable Economy and Culture)

**Date: 1<sup>st</sup> December 2011**

**Subject: Reducing CO2 emissions in the Local Authority Estate**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## 1 Purpose of this report

- 1.1 The purpose of this report is to facilitate discussions with officers on the reduction of CO2 emissions in the Local Authority Estate to enable the Scrutiny Board – Sustainable Economy and Culture to determine if further scrutiny is required and specific areas for further investigation.

## 2 Background

- 2.1 At the June 2011 meeting the Board discussed the reduction of CO2 emissions and what LCC could do in terms of leading by example through utilising renewable energy and goods within its own buildings.
- 2.2 Carbon and Water Management Plan 2011 -2021 is attached at appendix A. This was brought before the Councils Executive Board on 30 March 2011

The long term objectives detailed within this plan are:

- To reduce revenue expenditure on energy and water at levels proportional to CO<sub>2</sub> reductions based on summer 2010 prices. (Revenue cost savings of £6.0M per annum.)
- To reduce CO<sub>2</sub> emissions by a minimum of 40% by April 2021.
- To reduce energy consumption from fossil fuel to support reduction in CO<sub>2</sub> emissions

- To produce renewable energy, replacing fossil fuel to support reduction in CO<sub>2</sub> emissions
- To Maintain level of investment in carbon reduction projects to ensure competitive positioning in CRC league tables

2.3 The Delivery Plan for 2011/12, attached as appendix B, sets out a number of headline measures, the action taken to date and the progress made against each of the following priorities :

- 1- Retrofitting energy savings measures into the existing estate of operational buildings;
- 2 - 'Changing the Workplace', both in the city centre and across the rest of the city, to use offices more efficiently by introduction of new technology and changing workstyles;
- 3 - Continued rationalisation and disposal of surplus of property and combining with other services such as NHS and other partners where efficiency gains can be made;
- 4 & 9 - Generation of renewable electricity by both large and small-scale systems (e.g. wind turbines, photovoltaic arrays, hydro-power. Generation of renewable heat through biomass boilers, anaerobic digestion of waste, and large scale Combined Heat & Power (CHP);
- 5 - Change behaviour of building managers and staff as part of the low-cost / no cost proposals of the Million Pound Challenge;
- 6, 7 & 10 - Travel and fleet initiatives, involving journey reductions, better journey planning, vehicle modernizing, and changes of vehicle fuelling
- 8 - Reduction of street lighting energy through changes to switch-off times, changes to more efficient light fittings, and changes to spacing of lamp standards

2.4 For the purposes of considering if further scrutiny is required, the Scrutiny Board (Sustainable Economy and Culture) are advised that in May 2008, the Scrutiny Board (Environment and Neighbourhoods) published a statement on the Council' s Role in reducing CO<sub>2</sub> emissions. During the inquiry the following areas were considered:

- Review of the DEFRA indicators relating to CO<sub>2</sub> reduction; the definitions, targets and current performance.
- Resourcing the climate change agenda in general and specifically with regard to reducing CO<sub>2</sub> emissions
- Role of external advisers/bodies in helping the Council to reduce its CO<sub>2</sub> emissions
- Energy management and the work of the departmental champions
- Future Council estate – sustainable building
- Travel policies for staff and fleet management

The statement, containing six recommendations is attached as appendix C. Progress against the recommendations was tracked by the Scrutiny Board (Environment and Neighbourhoods) until December 2009 when tracking ceased. The final tracking update report is attached as appendix D.

### **3. Options for Scrutiny**

3.1 When determining if further scrutiny is required, the Scrutiny Board (Sustainable Economy and Culture) may wish to consider:

- If there are matters identified of sufficient significance and there is the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements.
- Whether the Scrutiny Board wish to monitor progress against objectives specified in the Deliver Plan.
- Whether additional information is required and a specific report is to be brought to the Scrutiny Board
- Whether an Inquiry should be undertaken
- The time which has elapsed since the Scrutiny Statement was issued in 2008.

### **4. Recommendations**

4.1 Members are asked to:

- (i) Note and discuss the information appended to this report
- (ii) Determine any areas for further scrutiny.

### **5. Background papers**

5.1 None

This page is intentionally left blank



---

## Report of the Acting Director of City Development

### Executive Board

Date: 30<sup>th</sup> March 2011

Subject: Carbon and Water Management Plan 2011-2021

---

#### Electoral Wards Affected:

All

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In

(Details contained in the report)

---

## EXECUTIVE SUMMARY

The plan outlines the Council's proposed approach to the management of carbon dioxide emissions, and energy and water consumption in its buildings (excluding social housing) and operational activities over the next ten years, within the context of Leeds City Council's sustainable development objectives.

It proposes annual reduction targets for carbon dioxide, energy, water and financial costs over the period, and shows the amounts that consumption reduction activity and renewable energy generation would contribute to the Council's aim of 40% carbon reduction and associated cost efficiencies, from its own operations, by the end of 2020/21

A delivery plan is proposed for implementation of a range of measures over the period.

## **1.0 Purpose Of This Report**

- 1.1 The purpose of this report is to outline the Council's proposed approach to reducing operational energy and water consumption and costs, together with associated carbon dioxide emissions over the next decade.

## **2.0 Background Information**

- 2.1 The Carbon and Water Management Plan 2011-2021 builds on the Council's carbon, water and energy reductions achieved over a period of 20 years from 1991. It takes into account recent changes in legislation and the changing energy market. It then quantifies the Council's aim of reducing carbon dioxide emissions by 40% by 2020/21, based on its emissions in 2008/09.
- 2.2 Energy costs will inevitably rise as fossil energy availability reduces in the next decade – the so-called “Peak Oil” and “Peak Gas scenarios”. The proposed reduction of energy consumption, with generation of renewable electricity and heat where possible, as set out in the Plan will reduce LCC's exposure to some of these price pressures.
- 2.3 In December 2009 the Council established a 40% carbon emissions reductions target from its own operations and from the City as a whole by the end of 2020/21.
- 2.4 As part of the 2011/12 budget which has been approved by the Council, a target of £1m reduction in energy costs has been planned for the forthcoming financial year.
- 2.5 In October 2010, the Government changed the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, from a revenue-neutral scheme to an energy levy, which it is estimated will cost LCC an additional £1.44 million in 2012/13. The sector taxed by the CRC will now face higher energy taxes than any other sector. Schools operated by the Council, and academies recently converted from local authority control, would be taxed more heavily than previously independent schools and academies. It is proposed to make representations to the Department for Energy & Climate Change to highlight the inequalities in the planned system and reduce the Council's overall CRC costs

## **3.0 Main Issues**

- 3.1 The long term aims of the plan are to reduce CO2 emissions by 40% over the next ten years, reducing energy consumption and generating renewable energy in support of that target. Water consumption should be reduced by 10% over the same period. Financial savings will be generated as a result of these savings.
- 3.2 The objectives that would deliver these savings, are set out in Table 1 below:-

Table 1	
<b>Summary of long term objectives to 2021</b>	
<b>Objective</b>	<b>Outcomes</b>
To reduce revenue expenditure on energy and water at levels proportional to CO <sub>2</sub> reductions based on summer 2010 prices.	Revenue cost savings of £6.0M per annum at 2010/11 prices.
To reduce CO <sub>2</sub> emissions by a minimum of 40% by April 2021	A reduction of 54781 Tonnes of CO <sub>2</sub> emitted per annum from 2021
To reduce energy consumption from fossil fuel to support reduction in CO <sub>2</sub> emissions	A reduction of 213,470MWh of energy per annum taken from the fossil fuel sources from 2021
To produce renewable energy, replacing fossil fuel to support reduction in CO <sub>2</sub> emissions	An increase in renewable energy production to 14,320MWh from 2021
To Maintain level of investment in carbon reduction projects to ensure competitive positioning in CRC league tables	Ensure that the financial penalty from CRC is minimised
To halt the recent increase in water consumption and effect a reduction of a minimum of 10% by April 2021	A reduction of 96055 m <sup>3</sup> of water per annum from 2021

### 3.3 A Delivery Plan sets out a number of headline measures including:

- Retrofitting energy savings measures into the existing estate of operational buildings;
- 'Changing the Workplace', both in the city centre and across the rest of the city, to use offices more efficiently by introduction of new technology and changing workstyles;
- Continued rationalisation and disposal of surplus of property and combining with other services such as NHS and other partners where efficiency gains can be made;
- Generation of renewable electricity by both large and small-scale systems (e.g. wind turbines, photovoltaic arrays, hydro-power. Generation of renewable heat through biomass boilers, anaerobic digestion of waste, and large scale Combined Heat & Power (CHP);
- Change behaviour of building managers and staff as part of the low-cost / no-cost proposals of the Million Pound Challenge;
- Reduction of street lighting energy through changes to switch-off times, changes to more efficient light fittings, and changes to spacing of lamp standards
- Travel and fleet initiatives, involving journey reductions, better journey planning, vehicle modernizing, and changes of vehicle fuelling

Many of these measures already exist to an extent within the Council's ongoing planning processes. The purpose of the Plan is to set the scale and proposed timetable over which these measures will come together to achieve the overall aim of 40% carbon reduction and energy efficiency benefits.

## Appendix Ai

- 3.4 The requirement to achieve a range of savings from low-cost / no-cost measures during 2011/12 is very urgent in order to support the Council's 2011/12 budget measures. The range of proposals in the 'Million Pound Challenge' focuses priorities for all building managers who have direct responsibilities for heating, lighting and power. This will be combined with voluntary efforts of staff through increased awareness and personal attention to their own use of energy and switching off computers and heating / lighting when not required. Such behavioural or soft techniques offer the opportunity to achieve considerable early savings, but require personal commitment from almost all officers and members of the Council to be constantly aware of the issues and costs involved. For these measures to succeed year-on-year, a change of "hearts and minds" needs to become embedded in the culture of the organization as a matter of corporate and social responsibility.

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

- 4.1 The report provides a delivery plan for the Council's policy aim to reduce the carbon emissions from its own operations by 40% and from the City as a whole by the end of 2020/21. The Climate Change Action Plan addresses the city-wide aspects of this policy objective, but best practice measures in the Council's own Carbon and Water Management Plan, such as the retrofitting programme, may also influence other large organisations in the city to follow suit.
- 4.2 Accountability for carbon emissions from Council activities currently lies with the Director of Resources and that for the city lies with the Acting Director of City Development. This will be considered as part of a review of energy management resources and responsibilities across the Council.
- 4.3 An Equality, Diversity, Cohesion and Integration screening process has been completed for this Plan from which it has been concluded that both current and proposed measures have given proper consideration to equality, diversity, cohesion and integration and a full impact assessment is not required.

### **5.0 Legal And Resource Implications**

- 5.1 There are no Legal implications in the Plan.
- 5.2 A review of energy management staff resources across the Council will consider the most effective means of delivering this carbon and water management plan.
- 5.3 The plan also considers the use of partnership delivery vehicles to implement energy efficiency schemes.
- 5.4 The report discusses funding options for delivery of the various energy efficiency schemes, based on 'Spend to Save' business cases.

### **6.0 Conclusions**

- 6.1 The achievement of 40% reduction of carbon emissions by 2021 is seen as a stretch target and the cost of the Carbon Reduction Commitment and increasing energy prices are seen as even more challenging. The Carbon and Water Management Plan sets out a range of measures that are designed to deliver that level of carbon reduction and achieve cost savings of the order of £6m per year by 2021(at 2010 prices).



## **7.0 Recommendations**

In order to meet the Council's aim of reducing its carbon emissions by 40% from its own operations by 2021, it is recommended that the Carbon and Water Management Plan 2011 - 2021 is approved.

## **8.0 Background Papers**

- 8.1 Carbon and Water Management Plan 2011-2021
- 8.2 The Million Pound Challenge report, February 2011
- 8.3 Equality, Diversity, Cohesion and Integration Screening Document, March 2011

This page is intentionally left blank

**EXECUTIVE BOARD – 30 MARCH 2011**

**CARBON AND WATER MANAGEMENT PLAN 2011 - 2021**

**CHIEF ASSET MANAGEMENT OFFICER**

**1. EXECUTIVE SUMMARY**

1.1. This plan outlines the Council's approach to the management of carbon dioxide emissions, energy and water consumption from its buildings (excluding social housing) and operational activities over the next ten years, within the context of Leeds City Council's sustainable development objectives. It forms an integral part of the draft Ten-year Asset Management Plan, which involves the specific aim of reducing the cost, in real terms, of running the Council's operational buildings.

1.2 This plan includes:

- A brief introduction to the drivers behind the actions put forward in the plan, including an evaluation of performance against the previous 2003 – 2008 Energy and Water Management Plan targets (Section 2)
- A background on the changes in drivers since the 2003 – 2008 Energy and Water Management Plan, including reference to the financial implications to Carbon Reduction Commitment (CRC) in the October 2010 Comprehensive Spending Review (Section 3)
- Long term aims and objectives of the 2011 – 2021 Carbon and Water Management Plan (Section 4)
- The 10 year headline plan of carbon and water reduction measures (Section 5)
- A discussion of the short-term "Million pound challenge" that has arisen as a response to the comprehensive Spending Review of October 2010 (Section 6)
- An outline of potential funding methods and risks (Section 7)
- The governance frameworks relating to data management and reporting, roles and responsibilities for carbon and water management (Section 8)
- A timetable for the corporate stakeholder consultations leading to seeking Executive Board approval on 30 March 2011 (Section 9)
- Recommendations for support and endorsement of aims, objectives and targets set out in this plan (Section 10)

1.3 Energy and water consumption has reduced year on year from at least 1991. The Energy and Water Management Plan 2003 – 2008, the aims of which still remain valid are to ensure that LCC adopts best practice, target setting in particular, to avoid excessive cost and penalties associated with carbon emissions and consumption.

1.4 National and European legislation call for continued downward pressure on carbon emissions, energy and water consumption. In December of 2009, the Council's Executive Board agreed a Leeds Climate Change Action Plan which called for a 40% reduction in carbon emissions from the Council's operations by April 2021. The full

Council passed a further resolution in January 2010 to extend this aspiration to carbon emissions from the whole City. Whilst the scope of this plan is confined to the Council's operations only, it may be used as a means of demonstrating to other large organisations how to achieve results on this scale.

## 2. INTRODUCTION

2.1. Reductions of Carbon Dioxide emissions<sup>1</sup> of up to a third have been achieved in the twenty years since the Rio Earth Summit, as illustrated in table 1 below:

- C 60% due to rationalisation of poorly performing buildings and replacement as necessary with newer more energy-efficient property.
- C 30% due to upgrades of energy using equipment (such as modern high-efficiency boilers and lighting) and building fabric elements (such as double

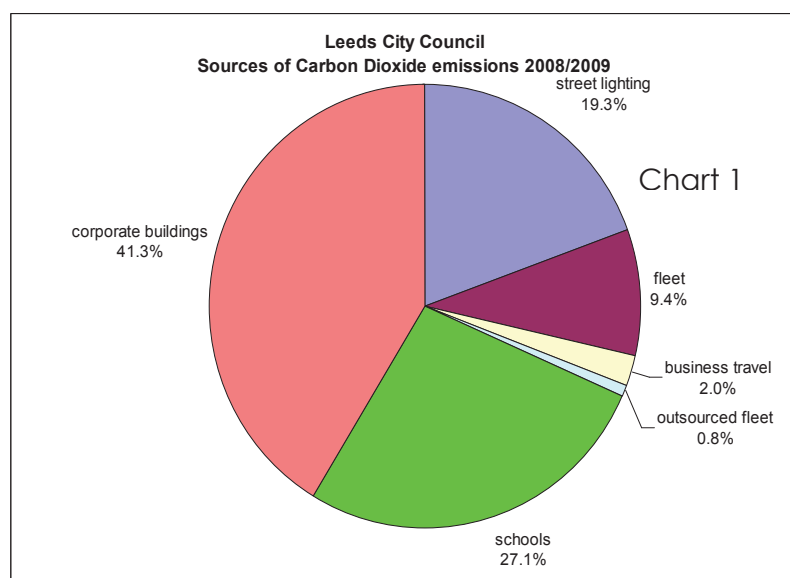
Table 1	All energy in MWh	CO <sub>2</sub> in tonnes	Water in m <sup>3</sup>
1991/92 – Rio Earth Summit baseline year	609,104	210,956	1,831,187
2001/02 – Energy & Water Management Plan baseline year	478,147	167,921	1,124,318
2007/08 – Energy & Water Management Plan final year	404,000	142,000	964,593
<b>2008/09 - NI 185 baseline year</b>	<b>413,877</b>	<b>136,987</b>	<b>987,713</b>
2009/10 - CRC baseline year	396,000	131,962	1,062,985

glazed windows and doors, draught sealing and roof insulation) as part of the regular maintenance process.

- C 10% due to capital investment such as “Invest-to-Save”, Local Authority Energy Fund (LAEF), and Salix Recycling Capital Fund over the last 8 years.

For the purpose of this plan, the baseline year is the highlighted NI 185 baseline year of 2008/09 because it is that upon which the Council's 40% CO<sub>2</sub> reduction target is based.

2.2. As can be seen in Table 1, in 2008/09 LCC emitted approximately 137,000 tonnes of carbon from its operations, involving building energy, street lighting, fleet, and business travel. It consumed approximately 413,000MWh of energy, and 1.19M m<sup>3</sup> of water.



<sup>1</sup> This document will use the word “carbon” or “CO<sub>2</sub>” as shorthand for carbon dioxide in relation to such emissions

- 2.3. Note that carbon emissions from Waste Management are seen as arising from domestic activity and commercial operations rather than from those of the Council
- 2.4. Chart 1 indicates that carbon emissions from buildings (including schools, amount to circa two-thirds of the overall total. However this plan also covers the whole range of the Council's operational activities except housing.
- 2.5. Since the energy and water management plan 2003 to 2008, very significant changes have occurred which directly link carbon emission with cost. For this reason the new plan is entitled the carbon and water management plan.
- 2.6. In December 2009 the Council adopted a policy objective to achieve a 40% reduction in carbon emissions from its operations by 2021. Therefore this plan sets out measures which are proposed for delivery of the Council's carbon reduction policy objectives over the next ten years. This plan enables the Council to protect its revenue budgets as far as possible from rising energy prices and carbon costs by implementing energy efficiency measures and reducing consumption.
- 2.7. Performance against previous plan objectives (Table 2)

2003/2008 objective	Outcome (table data)	Target achievement
Reduce CO2 emissions by 15%	Reduction of 18%	Exceeded by 3%
Reduce water consumption by 5%	Reduction of 16%	Exceeded by 11%
Reduce energy consumption by 10%	Reduction of 18%	Exceeded by 8%
Constrain expenditure within current levels, in real terms	Reduced by 20% in real terms	Exceeded by 20%

- 2.8. LCC was EMAS (Eco-Management and Audit Scheme) accredited in 2002 for "The management and reporting of the significant environmental aspects associated with all departments, services and sites of Leeds City Council and Education Leeds". This standard has been re-accredited every year since.
- 2.9. LCC was awarded the Carbon Trust Standard in summer 2009. This standard is counted as an "early action metric" under the rules of the CRC Energy Efficiency Scheme. This means that LCC will enter the CRC with pre-existing credits in place, ensuring an early competitive ranking.
- 2.10. This plan builds on the success of the 2003 -2008 plan, adding extra objectives relating to renewable energy sources and investment activity. It sets out LCC's approach to carbon and water management over the next decade across all of its operational activity (that is, emissions and consumptions associated with all functions with the exception of council-owned domestic dwellings). The key issues considered in the development of this plan are set out below.

### 3. BACKGROUND

- 3.1. The issues in this section are considered in more detail in appendix 1.
- 3.2. **Energy availability and price issues**

- During the next decade fossil fuels will become more expensive to extract from the earth.

- The measures in this plan to reduce carbon emissions by reducing consumption of fossil fuel and reducing consumption of mains water will reduce LCC exposure to the escalating costs of the fossil fuel market.

### 3.3. Carbon Reduction Commitment

- The compulsory Carbon Reduction Commitment Energy Efficiency Scheme (CRC) started April 2010. **Since the Comprehensive Spending Review in October 2010 the government has changed the scheme from a capped trading scheme with potential rewards and penalties, to a taxation amounting to approximately 11% on top of qualifying energy charges.**
- **From April 2012, LCC must purchase allowances to cover its carbon emissions, totalling c£1,440,000 per year, in the first year. As carbon allowance prices follow market forces the unit cost will grow year-on-year.**
- Each year the initial allowance will be capped by as much as 5% per year, requiring participants to reduce emissions or purchase excess emissions allowances on an open (monthly auction) market, with the potential for very significant unit price increases. .

### 3.4. Strategic context, financial and environmental drivers, and targets

- In terms of its own internal objectives, LCC originally targeted to reduce its carbon emissions by at least 3% per year.
- Nationally, a Central Government commitment to reducing CO<sub>2</sub> emissions by 80% by 2050 against the 1991/92 baseline was then introduced.
- Subsequently LCC adopted the Climate Change Action Plan in December 2009 and committed to reduce carbon emissions by 40% between 2008/09 and 2020/21. This equates to a higher rate of reduction than the existing targets.

## 4. AIMS AND OBJECTIVES

### 4.1 Objectives

- In summary LCC's aim is to reduce CO<sub>2</sub> emissions by 40% by April 2021.

Table 2	
Summary of long term objectives to 2021	
Objective	Outcomes
To reduce revenue expenditure on energy and water at levels proportional to CO <sub>2</sub> reductions based on summer 2010 prices.	Revenue cost savings of £6.0M per annum at today's prices. (Note: This is an 40% cost saving and a proportion of it will need to be committed over the relevant payback period to servicing unsupported borrowing for initial costs of retrofitting existing buildings or raising the environmental performance of replacement

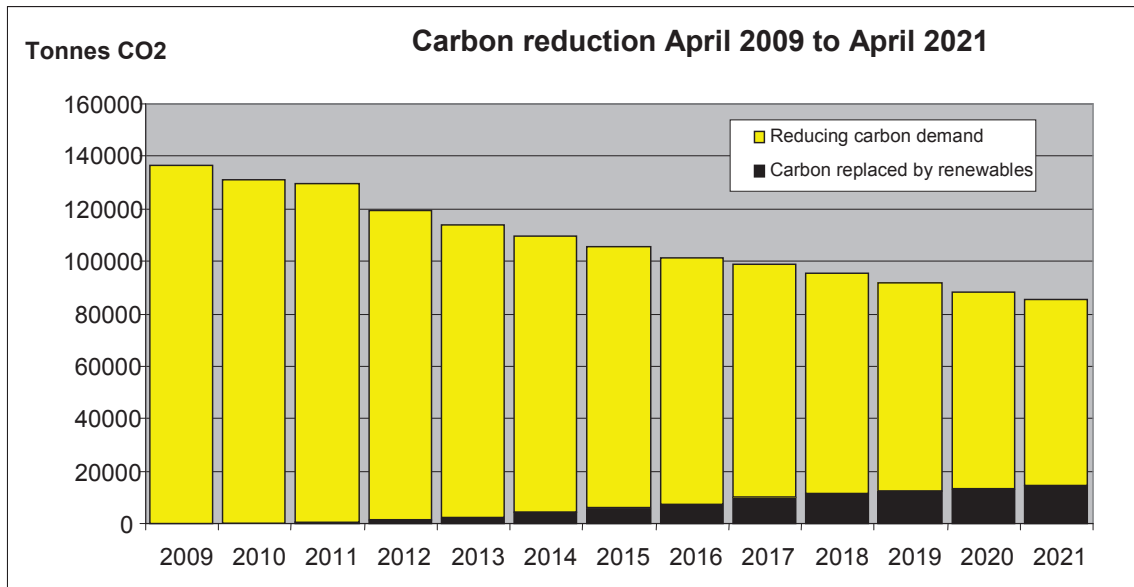
To reduce CO <sub>2</sub> emissions by a minimum of 40% by April 2021	A reduction of 54781 Tonnes of CO <sub>2</sub> emitted per annum from 2021
To reduce energy consumption from fossil fuel to support reduction in CO <sub>2</sub> emissions	A reduction of 213,475MWh of energy per annum taken from the fossil fuel sources from 2021
To produce renewable energy, replacing fossil fuel to support reduction in CO <sub>2</sub> emissions	An increase in renewable energy production to 14,320MWh from 2021
To Maintain level of investment in carbon reduction projects to ensure competitive positioning in CRC league tables	Ensure that the financial penalty from CRC is minimised
To halt the recent increase in water consumption and effect a reduction of a minimum of 10% by April 2021	A reduction of 96055 m <sup>3</sup> of water per annum from 2021

- A proposed target of 10% water reduction is offered in this plan. Suggested annual targets, which would be required to deliver 40% carbon across the whole operational estate and 10% water reductions by 2021, are then set out in table 3 below.
- Table 3 - Target Energy, Carbon and Water reductions to meet the Councils 40% policy objective and associated financial savings

	Energy consumption in MWh	annual savings @ summer 2010 prices	cumulative savings @ summer 2010 prices	CO <sub>2</sub> emission in Tonnes	Year-on-year reduction in CO <sub>2</sub>	Water in m <sup>3</sup>
2008/09	413,877	0	0	136,987	baseline	1,188,055
2009/10	396,000	£91,944	£91,944	135,727	2.10%	1,210,000
2010/11	391,533	£310,799	£402,743	134,816	1.60%	1,210,000
2011/12	357,274	£1,531,425	£1,934,168	127,638	8.08%	1,198,200
2012/13	337,624	£546,283	£2,480,451	124,294	3.13%	1,186,400
2013/14	319,054	£521,755	£3,002,207	119,033	3.13%	1,174,600
2014/15	301,506	£498,328	£3,500,535	113,772	3.13%	1,162,800
2015/16	284,924	£475,953	£3,976,488	108,511	3.13%	1,151,000
2016/17	269,253	£454,583	£4,431,072	103,250	3.13%	1,139,200
2017/18	254,444	£434,172	£4,865,244	97,989	3.13%	1,127,400
2018/19	240,450	£414,678	£5,279,922	92,728	3.13%	1,115,600
2019/20	227,225	£396,059	£5,675,981	87,467	3.13%	1,103,800
2020/21	214,727	£378,276	£6,054,257	82,206	3.13%	1,092,000

- It should be noted that a proportion of the energy cost savings associated with the 40% reduction will need to be committed over the relevant payback period to servicing unsupported borrowing for initial costs of retrofitting existing buildings or raising the environmental performance of replacement new buildings.

4.2. To achieve the 40% policy objective, a mixture of energy efficiency measures and replacement of some fossil fuel with renewable energy is proposed, as illustrated in the following chart 2:-



4.3. The emission reduction rate will fall relatively slowly over the first two to four years to allow time to plan and implement the raft of new energy savings measures from retrofit programs outlined in table 4, overleaf, across the whole of the council’s operational estate and schools. The implementation of these proposals will result in a step change in carbon and energy reduction going forward, but in order to achieve the 40% target it will be necessary to include renewable energy and other measures which have a longer financial payback period. The increasing contribution of energy from renewable sources is illustrated in black at the bottom of the above chart. The relative contributions of the main energy conservation measures to be employed are set out in table 4 – Delivery Plan.

## 5. THE TEN YEAR PLAN

### 5.1. Ten Year Programme of Carbon and Water Management Measures

Note: Table 4 is based on the Climate Change Action Plan. In practice, Line 3 relating to schools has been split. Issues relating to retained schools buildings have been transferred to Line 1. Rebuilding of schools, funded by BSF has now been limited to the three schools currently in progress, with no further rebuilding planned at this stage



Table 4 -Delivery Plan					Appendix Aii												
Headline measures to achieve 40% reduction by 2021, as set out in Climate Change Action Plan, to be delivered through the Carbon and Water Management Plan	TCO reduction	% of Total	Cumulative %	Responsibility	Funding and Risks	Project Delivery schedule											
						2021	2020	2109	2108	2107	2106	2105	2104	2103	2011		
1	Retrofitting existing estate – 17-25% reduction in estate carbon emissions through holistic energy and water efficiency packages (use 21% as median figure). Capital costs from unsupported borrowing, guaranteed payback from energy savings in less than 10	14.60%	14.60%	Project team PPU/CPW/ SAM/EDUC	Contractual payback guarantee - unsupported borrowing. Funding secured for schools project management and contract management capacity.												
2a	Changing the Workplace, Phase 1, City Centre, reducing emissions by reducing the back-office space occupied, energy savings as marginal benefit to reducing total cost of occupied space. Assume a 15% reduction in occupied space and 25% reduction in assoc	5.84%	20.44%	Programme board / Project team	Phase 1 business case approved. Disposal of surplus property subject to market demand												
2b	Changing the Workplace, Phase 2, outside the City Centre, reducing emissions by reducing the back-office space occupied, energy savings as marginal benefit to reducing total cost of occupied space. Assume a 10% reduction in occupied space and 10% reduction	2.37%	23%	Programme board / Project team for each project	Business cases to reflect savings in running costs. Capital Programme disposal of surplus property - subject to market demand												
3	Service rationalisation of public-facing buildings. Reduction of size of estate and replacement with higher performance buildings (appendix 2, section 1.7 and 1.8)	1.02%	23.83%	Project teams (SAM/CPW/ Services)	Service reviews and asset management rationalisation projects												
4	Large Scale renewables - Wind turbines (2-3) and district heating (1 or 2 areas) large scale biomass (e.g. anaerobic digestion (AD) plant) funded primarily by private sector investment in return for guaranteed demand from LCC, reduce estate emissions by c	3.28%	27.12%	Project teams to be initiated by SAM	Business cases to be brought forward to SIB. Partnerships for Renewables or similar external finance. Planning risks to be carefully managed.												
5	Behavioural / "soft" techniques in use of buildings and equipment. Current targeted low-cost/no-cost measures, self funded in first financial year (appendix 2, section 1.3)	6.43%	33.54%	SDU / Services CPW / IT	Requires continuing action. Funded from current financial year savings.												
6	Switch majority of remaining fleet vehicles to alternative fuel including hybrid and electrical, plus efficiency gains from EU programmes to reduce carbon emissions from all vehicles. Assume 30% reduction. Use of grants and may require borrowing to fin	1.75%	35.30%	Commercial Services	Infrastructure - Department for Transport grants and Local Authority Energy Fund. Vehicle replacements funded from Revenue savings.												
7	Use of new street lighting luminaires and control gear plus different lighting regime. Assume additional 10% reduction. (appendix 2, section 1.11)	1.64%	36.94%	Highways and transportation	Local Authority Energy Fund/Saiox. Risk - drive for changes needed through PFI contract												
8	Small Scale renewables - Contribution of dispersed hydro-electric, solar thermal, photovoltaics and building-scale biomass reducing building related emissions by circa 2% (appendix 2, section 2.2.2 - 2.2.6)	1.31%	38.25%	Project teams to be initiated by SAM	Partnership for Renewables or similar capital costs borrowed, with cost of borrowing covered by new Feed-In Tariff. Risk of uptake of biomass due to technical/operational issues												
9	Fleet vehicles – alternatively fuelled vehicle trial could result in cost-effective transformation of entire refuse vehicle fleet to biogas, reducing emissions by 50% (appendix 2, section 3)	1.18%	39.43%	Commercial Services	Likely cost of circa £14m for AD plant (which could attract grants, PFI and other credits) and savings of circa £2m pa against current costs of diesel, plus potential for LATS credits, RTFO credits etc.												
10	Business travel planning and outsourced vehicles to be improved by circa 20% through EU programmes to reduce carbon emissions from all vehicles. (appendix 2, section 1.4)	0.56%	39.99%	SDU / Services	No cost to LCC.												
<b>TOTAL</b>		<b>40%</b>	<b>54781</b>														

- 5.2.** Having identified our long term objectives and interim targets, the Carbon and Water Management Group have agreed a series of proposals which will enable LCC to deliver the degree of improvement required. It is recognised that this may be achieved in a number of ways, namely the protection from direct cost of energy through high percentage price increases and protection from increasing indirect costs of carbon emissions. These are set out in detail in Appendix 2

## **6. The Million Pound Challenge**

- 6.1.** During the Council's budgeting process for 2011/2012, an decision was made to reduce LCC building energy spend in real terms by £1,000,000 from a total of approximately £7,300,000, excluding schools. This challenge is defined by the need to deliver savings in the next financial year.
- 6.2.** Existing externally financed capital projects are funded from energy savings, implying that almost no cash savings are likely to be available in 2011/12. The only likely means of producing savings is to drive very strongly to produce low-cost/no-cost savings through mostly behavioural changes by the whole council workforce.

## **7. Resources**

### **7.1. Staff Resources**

- There are a number of teams in the Council, referred to in Appendix 3, with some responsibilities for Energy Management Issues. A review of these services has been initiated, with a view to maximising efficiency and effectiveness. It is anticipated that the review project will bring forward recommendations before 31/03/2011
- To maximise impact, the Council seek to enter partnerships to bring forward external resources for delivery of schemes such as Re-Fit, below.

### **7.2. Funding**

Funding is considered below under the headings of:

- Existing maintenance budgets
- Existing investment funds
- Unsupported borrowing

### **7.3. Existing maintenance budgets**

This plan acknowledges that planned-maintenance budgets would be used to continuously improve the energy efficiency of buildings, services and plant, rather than simply replace and repair on a like-for like basis, **as appropriate**.

### **7.4. Existing energy and carbon investment funds available to LCC**

There are currently three existing energy and carbon investment funds available to Leeds City Council (LCC). These are the Salix Energy Efficiency Loan Fund (SEEL), the Salix Recycling Fund (Salix) and the LCC Local Authority Energy Fund (LAEF).

- **The SEEL Fund** is entirely financed by the Carbon Trust through Salix Finance. LCC share of this comprises an overall capital value of approximately £350,000 and is dedicated to projects in 4 specific buildings from the top 100 properties in terms of energy consumption. This fund provides for projects to be identified, specified, costed, project managed by external consultants and contractors.

The investment in this fund is interest free and is fully repaid by savings in energy costs in the buildings concerned. Funds are repaid direct to Salix then to the Carbon Trust. This fund is now closed. Performance risks in this fund are borne by the consultant and contractors, with regular performance reviews monitoring performance against design.

- **The Salix Fund** had initial interest free capital entirely financed by the Carbon Trust through Salix Finance. The Council's Salix Recycling Fund has a capital target of approximately £420,000 to be invested by April 2011, of which almost half is already committed. Projects are selected using the DECAs and energy performance knowledge of the corporate property portfolio. Savings from energy costs are repaid into the fund for recycling by future lending on further energy projects. Each project is allowed to carry a management charge of up to 15% of the capital cost so as to provide a management resource to manage the projects arising. This fund has been almost exclusively taken up by corporate buildings. Some interest however has been shown by two secondary schools. Performance risks are borne by LCC, however, strict qualification criteria and a range of checks and balances are applied prior to agreement, and monitoring of outcomes is carried out during the design life of the project

There is no end date for this fund; however LCC must provide auditable evidence each year that LCC continues to reinvest the repayments.

- **Local Authority Energy Fund** - LCC operates a separate LAEF fund alongside the Salix Recycling Fund which means that LCC is able to invest a further £150k in suitable energy/carbon savings projects. The qualification criteria, along with compliance checking and performance monitoring, closely match the Salix model

## 7.5. Unsupported Borrowing

Invest-to-Save schemes can generate savings or income sufficient to finance borrowing of the initial capital outlay. Subject to satisfactory appraisal of options and financial approvals for the ReFit pilot project, Strategic Investment Board will be recommended to support establishment of a rolling programme for retrofitting all suitable Council buildings (including schools) with Energy Conservation Measures (ECMs) via outcome-driven methods such as ReFit. It is proposed that when the interest-free Salix / LAEF energy efficiency funding is fully committed, then a business cases will be brought forward to seek access to substantial unsupported borrowing, subject to the outcome of the CSR in October. Potential performance risks inherent in these schemes are borne by the consultant and contractors, with regular performance reviews monitoring performance against design.

- **Retro-fitting existing buildings - RE-FiT**

For those buildings deemed to have a service life long enough to benefit from retrofit activities, various finance models, including RE-FiT are under consideration. RE-FiT is a self funding means for organisations to reduce energy expenditure and the carbon footprint of their buildings. The RE-FiT program is

currently running as a pilot program with £1m of investment due to start early in 2011/12. RE-FiT involves Suppliers (contractors) guaranteeing a set level of annualised energy savings - therefore providing a financial saving - over a defined time period. The Supplier's financial guarantee will be a key factor in persuading school governing bodies to take part and in securing unsupported borrowing.

A decision is still required on whether to repay loans as soon as possible, or to extend payback periods to so as to enable early receipt of part savings.

- **Schools energy scheme**

The council has offered to support all schools in the use of the outcome-driven schemes such as ReFIT to deliver an energy efficiency programme which is guaranteed to be self-funding on an individual school basis. On 23<sup>rd</sup> September 2010, the Schools Forum, on behalf of all schools, agreed to pay £50,000 per annum, over three years, from the Delegated Schools Grant to Strategic Asset Management for the costs of administering the client side of the programme on behalf of the schools. Subject to the CSR, the Council would offer to raise the initial capital investment through unsupported borrowing, which would be repaid by agreement from schools' guaranteed financial savings for the period of the loan. The loan period could be up to ten years, depending on the payback nature of each individual package of Energy Conservation Measures. After the loan has been paid off, the full financial savings from reduced energy costs will be received by each school. Business cases would be put forward for consideration by school's governing bodies on a school-by-school basis.

- **Renewable energy scheme**

The plan proposes a scheme similar in principle to the RE-FiT scheme, but tailored to the technology, lifespan and financial drivers of renewable energy generation. Typically the agreement periods for renewables technologies such as Photovoltaic (PV) and Hydro (HEP) electricity generation, and Solarthermal and Biomass heat generation would be of the order of 20 to 25 years. These schemes would exploit income opportunities such as Feed-in-Tariffs (FiTs) for electricity and the forthcoming Renewable Heat Initiative (RHI), or capital grants where available.

Savings produced would exceed capital loan repayments so as to generate savings/income as well as reduced carbon outputs from the start of each project.

It is anticipated that, in order to achieve as quick an uptake as possible, delivery of hydropower to four sites in Leeds could be project managed either by PPPU, or by project teams from within Strategic Asset Management

## 8. Governance and Responsibilities

- The first section of Appendix 3 sets out a governance framework for data management and reporting. It includes a discussion on the role of the Carbon and Water Management Group. It then summarises the roles of data management and recording relating to both high level and more detailed indicators.
- The next section of Appendix 3 sets out a listing of all those bodies within the Council who have an interest in issues relating to carbon and water

management, with specific reference to the roles of Strategic Asset Management, Sustainable Development Unit and Corporate Property Management.

- The final section of Appendix 3 notes improvement priorities and governance responsibilities relating to carbon and water management.
- An Equality, Diversity, Cohesion and Integration screening process has been completed for this Plan from which it has been concluded that both current and proposed measures have given proper consideration to equality, diversity, cohesion and integration and a full impact assessment is not required.

## 9. Timetable

The timetable, set out below, for the range of corporate stakeholder consultations is focussed on seeking Executive Board approval on 30 March 2011.

<b>Carbon and Water Management Plan 2010/11 Timetable</b>		
<b>Milestones</b>	<b>Milestones</b>	<b>Milestones</b>
CDD 10 Nov 2010	(report by 5 Nov)	Directorate support
CLT 23 Nov 2010	(report by 16 Nov)	Corporate clearance (Environment themed session)
Environment Programme Board 1 Dec 2010	(report by 24 Nov)	Corporate support
Children's Services SLT tbc	(report by tbc )	Directorate support re schools
Resources Performance Board 10 Dec 2010	(report by 3 Dec)	CRC Management / Terms of reference
Resources RLT 17 Dec 2010	(report by 10 Dec)	Directorate support
Strategic Investment Board 14 Jan 2011	(report by 6 Jan 2011)	Corporate support for investment implications
Environment Programme Board 16 Feb 2011	(report by 14 Feb)	Support for Environmental outcomes
Exec Board 30 March 2011	(Report by 28 Feb 2011)	Approval of Carbon & Water Management Plan

### Consultees:

- Strategic Asset Management – Christine Addison
- Sustainable Development Unit – Tom Knowland / Jon Andrews / George Munson
- Policy & Performance - Paul Maney
- Highways (Street Lighting and Transport Policy) – Gary Bartlett / Ian Moore / Liz Bennett / Richard Crowther
- Corporate Property Management – Anne Chambers
- Commercial Services (Fleet) – Julie Meakin / Terry Pyecroft
- Business Transformation – Jane Watson

- Education Leeds – Jacky Green / Alex Macleod / Steve Ruse
- Public-Private Partnership Unit – Dave Outram / Polly Cook / Dave Grooby
- Procurement – Malcolm Foster / Philippa Elliott
- Financial Management – Helen Mylan / Michael Everitt
- Financial Development – Maureen Taylor

## **10. Recommendations**

It is recommended that:-

- 10.1.**Support be given to the recommended aims of the Plan as set out in paragraph 4.1 and to the Objectives and Outcomes set out in paragraph 4.2
- 10.2.**Support be given to the targets for Energy, carbon emissions, and water consumption set out in the table 3, so as to enable LCC to approach their aspirations in respect of 40% emissions reductions by 2020
- 10.3.**The ten-year program of carbon and water measure set out in the Delivery Plan in Table 4 be endorsed
- 10.4.**The processes relating to energy and carbon that are audited through the EMAS process should be extended to audit processes relating to water consumption.

## Appendix 1 - Changes to Strategic drivers

### 1. Energy availability and price issues

- 1.1. During the next decade fossil fuels will become more expensive to extract from the earth, as existing sources become exhausted and replacement sources become more difficult to find and exploit. Current predictions (e.g. BP Statistical Review of World Energy – summer 2010; IEA World Energy Statistics and Balances – summer 2010) suggest that natural gas demand will exceed supply in 2014. This is a very significant “tipping point” at which the rate of consumption outstrips the rate of replacement of reserves. At that date natural gas market prices are likely to increase significantly, in line with the tripling of wholesale gas prices that the LCC Energy Strategy Group observed in summer 2008. That event arose from market-scale speculation as a result of the peak-oil tipping point predictions. Since very much of UK electricity is produced from natural gas, wholesale electricity prices are likely to follow in much the same way as was also observed in 2008, when they doubled in 6 months.
- 1.2. Price increases for fossil fuels will enable suppliers to exploit known sources of currently expensive-to-extract fuels, thereby delaying the arrival of the so-called “peak-oil” and “peak-gas” scenarios. However, the summer 2010 oil spill in the Gulf of Mexico, leading to \$billions of costs, clearly highlights the risks involved. All remaining sources of fossil fuel are accompanied by similar or worse potential environmental and financial risks.
- 1.3. Currently, (summer 2010,) quoted future energy prices, for winter 2012, available on the UK and European natural gas markets indicate that an increase of 50% in 3 years is very likely.
- 1.4. The measures in this plan to reduce carbon emissions by reducing consumption of fossil fuel and reducing consumption of mains water will reduce LCC exposure to the escalating costs of the fossil fuel market.

### 2. Carbon Reduction Commitment

- 2.1. The introduction of the compulsory Carbon Reduction Commitment Energy Efficiency Scheme (CRC) starting April 2010 requires LCC and other similar users of electricity to monitor and record its emissions. These emissions are based on LCC’s ongoing CO<sub>2</sub> performance, and rated nationally against all other members of the scheme (both public and private sector). LCC has already taken early measures to reduce financial impact in the first two years. However, the impact of the changes in the Comprehensive spending review may well nullify this advantage. LCC must purchase emissions allowances at the start of each financial year at the going rate, approximately 120,000 tonnes of CO<sub>2</sub> at £12 per tonne, totalling £1,440,000/year for Leeds. These charges are now non-returnable.
- 2.2. Organisations are ranked each year in a league table in accordance with performance in CO<sub>2</sub> emissions. Those organizations performing better than their predicted levels will be able to sell their excess allowances on an open (monthly auction) market. Those performing below their predicted levels will be required to cover their excess emissions by purchasing allowances on the open market, thereby incurring cash penalties.

- 2.3. Each year the allowance that each CRC scheme participant will be able to buy initially will be reduced, perhaps by as much as 5% per year, requiring participants to purchase excess yet more emissions allowances on the open (monthly auction) market.
- 2.4. The government will peg starting carbon prices at £12 per tonne for an initial year. The monthly auction prices will be subject to market pressures. It is expected that these carbon prices will in general follow or exceed energy prices, so it is very likely indeed that while LCC's emissions are targeted to fall, the total cost of the allowance each year is unlikely to fall.
- 2.5. The scheme was subject to scrutiny under the Comprehensive Spending Review in October 2010. Some changes were announced, but more are yet to be announced as this paper is being produced.

### **3. Strategic context, financial and environmental drivers, and targets**

- 3.1. In order to meet future carbon reduction targets, the Council needs to reduce the energy it uses in buildings, streetlights, travel and transport is 3%, year on year. Different forms of energy (electricity versus gas, for instance) produce different volumes of CO<sub>2</sub> emissions per unit of energy. 3% energy reductions, based on the City Council's consumption mix, will lead to reductions in CO<sub>2</sub> emissions of approximately 3.7%, year on year.
- 3.2. To comply with carbon reduction targets the Carbon and Water Management Group (formerly known as the NI185 Strategy Group) meets monthly to set targets, to oversee and report on activities and to deliver the cross-cutting energy and water management plan.
- 3.3. Major environmental issues regarding carbon and water are discussed in considerable detail in the Leeds Climate Change Strategy. LCC adopted the Climate Change Action Plan in December 2009 and committed to reduce carbon emissions by 40% between 2008/09 and 2020/21. This equates to a higher rate of reduction than the existing targets. The rate of emissions reduction should average 3.33% per year over these 12 years (compared to the 2008/09 baseline year), although the annual rate of reduction will vary over the period which will be reflected in performance reporting.
- 3.4. Reduction in water consumption has environmental benefits, but for the purpose of this plan the objective is to reduce the volume and cost of water consumed. The cost and carbon impact of heating it is also reflected in the plan in respect of energy efficiency. Bearing in mind difficulties in reducing water consumption previously, a target of 10% reductions by April 2020 is proposed, based on the levels of reductions that we understand are realistically achievable with existing technologies.



## 4. Drivers for Carbon reduction

### 4.1. Climate Change Act 2008

4.1.1. Following the Energy White Paper of 2007, the Government made clear its commitment to tackling climate change by introducing the Climate Change Act 2008. It established the Committee on Climate Change (CCC) to provide it with independent advice on establishing a low carbon economy.

4.1.2. The Committee on Climate Change inaugural report 'Building a low-carbon economy - the UK's contribution to tackling climate change' was published on 1st December 2008. The report recommends that the UK should reduce greenhouse gas emissions by at least 80% by 2050 and advises on the levels of the UK's first three legally binding carbon budgets for 2008-2022.

4.2. **Part L2 of the Building Regulations** came into force on 6<sup>th</sup> April 2006 and is a minimum energy efficiency standard applicable to all buildings. The Government's 'Future Thinking' paper is looking at a further improvement to building regulations of 25% by 2010, as this represents the minimum improvement needed if the UK is to keep on track to achieve its 2050 target.

4.3. **The 'Big Idea' from the Council Business Plan 2008 to 2011** is shown in the box to the right. It states an aspiration to meet high environmental standards in the management of the Council's own estate to reduce its carbon footprint. Strategic Investment Board subsequently agreed that the BREEAM Excellent policy is an aspiration, which is qualified by affordability, buildability and service requirements.

### 4.4. NI185

4.4.1. The Local Area Agreement included NI185 as the indicator which measures the CO<sub>2</sub> output caused by the operations of LCC. The CO<sub>2</sub> arises from heating and power used in buildings, street lighting, and travel on behalf of LCC and from transport operations. While NI185 is being phased out, LCC must target reductions every year. The target applies to every building operated by LCC including schools and buildings leased by LCC.

4.4.2. The Carbon and Water Management Group (formerly the NI185 Strategy Group) have set out a high level action plan comprising the following key areas of activity. This constitutes a more detailed work plan, based on the headline measures in table 4 of the report (page 7)

#### The Big Idea

We will take significant steps to reduce our carbon emissions

The vast majority of our CO<sub>2</sub> emissions come from our buildings and we want to take action now to shrink our carbon footprint far into the future. By doing this we will be making our contribution to reducing the carbon footprint of the city and the region, and setting an example to encourage others to do the same. We recognise that there is no one solution to achieve this but we are undertaking to:

- ensure all new buildings and refurbished buildings (where possible) commissioned by the council meet Building Research Establishment Environmental Assessment Method (BREEAM) **excellent** standards with maximum **energy credits**;
- invest strategically in energy efficiency and renewable energy technologies to reduce CO<sub>2</sub> emissions from the existing estate;
- reduce our overall office floorspace eg by the delivery of a corporate document records facility; and
- explore new ways of working that are more flexible and efficient to reduce CO<sub>2</sub> emissions, particularly from travel.

<b>Carbon and Water Management Group Action Plan areas of activity</b>	
1.1	Maintain EMAS accreditation
1.2	Corporate Carbon Reduction Framework
1.3	Sustainable Procurement
2.1	Carbon reduction targets and monitoring
2.2	Realise benefits of new energy database system
2.3	Carbon Reduction Commitment Energy Efficiency Scheme
2.4	Energy procurement and engagement with suppliers
3.1	Combined Heat and Power (Gas / biomass, energy from waste). First project Aire Valley Urban Eco Settlement
3.2.1	Develop a business case to establish the 'Energy Leeds' ESCO to provide a vehicle for low carbon energy infrastructure procurement.
3.2.2	Work with partners to bring forward the city centre CHP scheme as the first ESCO project.
3.3.1	Wind power, micro, small and large scale turbines
3.4	Hydro power, develop 4 small scale Archimedean screws on River Aire
3.5	Photovoltaic power, small and large scale
3.6.1	Heating (small biomass, ground source heat pumps)
3.7	Solar thermal, on leisure centres with pools
3.8	Introduce procurement model for self-finance of renewables schemes
4.1	Display Energy Certificates (DEC), Display Water certificates (DWC)
4.2	Energy Efficiency Programme to include:- <ul style="list-style-type: none"> <li>• Building insulation</li> <li>• Draught-proofing</li> <li>• Pipework insulation</li> <li>• electrical lighting and lighting controls</li> <li>• IT equipment</li> <li>• BMS controls for heating and ventilation</li> <li>• Boiler sequencing controls</li> <li>• Voltage optimising devices</li> <li>• New heating plant</li> </ul>
4.3	Sustainable construction techniques for planned maintenance and minor refurbishment
4.4	Grant / loan funding opportunities, involving:- Salix recycling fund Salix Capital fund ReFIT Capital Fund (Clinton Climate Initiative) Schools Energy Efficiency service
4.6	Sustainable design standards (BREEAM "Very Good" policy for all refurbishments)
4.7	Zero Carbon Schools
5.1	Energy Guardians, encouraging staff to reducing personal energy usage by providing a consistent message and useful tools and information.
5.2	Reduce energy consumption and CO2 emissions via physical actions taken by employees
5.3	Empowering site managers, workforce, occupiers and pupils to maintain high levels of interest in reduction of energy consumption and waste
6.1	New ways of working project - Reduction in the amount of space occupied.
6.2	New buildings added to portfolio will be to BREEAM Excellent Standard, accounting for Operational life and Whole Life Costing
6.3	Refurbished buildings provide opportunity to improve Co2 performance
6.4	New ways of working will encourage more efficient travel to work and travel during work arrangement.
7.1	Business Travel Policy

<b>Carbon and Water Management Group Action Plan areas of activity</b>	
7.2	Corporate Travel Plan Strategy
7.3	Council Fleet Initiatives
7.4	Council Fuel Usage
8.1	Street lighting PFI scheme.
8.1.1	Trimming
8.1.2	Remote monitoring including dimming
8.1.3	LED street lighting (trial)
8.1.4	LED sign illumination
8.1.5	Dimming
8.1.6	Lantern innovation

## Appendix 2 - Cost increases in Energy, Carbon and Water

### 1.0 ENERGY PRICE INCREASES

#### 1.1. Procurement of Energy

- 1.1.1. **Post-Credit Crunch carbon and energy procurement – In energy and carbon terms the effects of the credit crunch have been largely beneficial. The credit crunch has temporarily reduced world-wide demand for fossil fuels, which lead to energy** prices and carbon prices running dropping significantly. However it is widely anticipated that, as the various world markets regain confidence, energy consumption will rise, prices will rise and speculation will once more dominate. Energy prices are expected to fluctuate significantly but to follow a general upward trend. Joining a collective buying group would protect us from much of the instability
- 1.1.2. **Risk Management Based Utility Purchasing** - Risk-management-based flexible purchasing of gas and electricity allows for procurement of these utilities to benefit from fluctuations in the wholesale markets, while avoiding risk of excess prices. LCC has been carrying out this function internally, for the last five years. However, LCC has the opportunity to join collaborative procurement arrangements that meet the existing risk-management based approach.
- 1.1.3. **Pan-Governmental Energy Procurement – All public bodies are now required** to change to procurement processes that comply with the current Treasury Rules. Effectively, LCC must buy energy collaboratively for all substantial new contracts, in order to comply.
- 1.1.4. **Security of cost – The use of a collaborative agency will ensure that, on a “risk-management” basis, cost of supply will be lower than any other current method.**
- #### 1.2. Renewable generation
- 1.2.1. **Security of Supply** – as the energy market becomes more stressed and unstable, there are possibilities that there may be interruptions to supplies. Transition to alternate fuel sources (such as wood fuel from LCC-owned woodland feeding biomass boilers) would insulate LCC, to an extent, from such possibilities. In general terms, it is considered very unlikely that energy supplies will actually run out in the next decade. As prices increase, expensive-to-extract resources will be exploited, and the so-called “balance” point will be pushed back year-by year. As prices rise, it will become much more credible to consider alternative renewable energy sources. By the end of the decade Department of Energy and Climate Change (DECC) anticipate that perhaps 50% of new heating installations will use a combination of techniques, from ground-source to air-source heat pumps, with top-up provided by solar thermal and photovoltaic systems, and back-up provided by biomass systems.
- 1.2.2. **Larger Scale Opportunities** – Changes to local government law (August 2010) now allow local authorities to become electricity generators. The carefully programmed use of assets such as the proposed residual waste plant and the further proposed food waste anaerobic digestion plant provide opportunities to work with National Grid Co. and large scale generators to provide electricity onto the grid at peak times,

enabling LCC to access highly rewarding tariffs and achieve favourable agreements for security of supply.

- 1.2.3. **Climate Change Levy** - All fossil-fuelled electricity is subject to Climate Change Levy (CCL). This levy is set to rise during 2010/2011 to approximately 10.4%. Purchase of Green electricity or electricity from Quality Approved Combined Heat and Power (QACHP) enables LCC to gain exemption from CCL. Green electricity is generated from accredited renewable sources, such as wind, wave or solar power. Under NI85 rules, however, LCC is not allowed to count such energy as zero-carbon. LCC would prefer to increase substantially the amount of green electricity that it procures, however this aspiration is tempered by two factors:
- The market may not be able to supply green electricity to meet the Council's demand
  - The price of green electricity, even when accounting for the Climate Change Levy, may be cost prohibitive
- 1.2.4. Bearing the above in mind, a view has been taken that the electricity portfolio should include at least one of the three main contracts to be from renewable or QACHP sources. Any further investment should be directed inwards to council assets:-
- To reduce LCC's demand for power
  - To install building-based renewable generation to take advantage of Feed-in-Tariffs
  - Introduce large scale generation to exploit advantages from feed-in-tariffs and to exploit recent changes in law regarding on-site generation.

### 1.3. **Reduced consumption through behavioural awareness of managers and staff**

#### 1.3.1. Use of buildings and targeting and monitoring of energy consumption.

It is within the remit of building managers across LCC to encourage best practice in the use of buildings. Relatively low-cost and no-cost activity in the use of these resources can achieve savings in energy and water use, and carbon emissions through a range of common-sense activities. The Energy Guardian Group of volunteers exists to provide a communication network disseminating practical advice and help. It is proposed that the work of this group is reinforced and given more formal status, with some training input, so as to recognise the considerable worth of such activity across the Council. It is proposed that energy Guardians should have a presence in all of the "Top 100" buildings, i.e., the largest energy consumers)

- 1.3.2 The TEAM energy management system will provide tailored reports at a building level of energy consumption at all Council properties. Managers and operators of buildings will be encouraged to use these reports to support energy reduction activity.

### 1.4. **Business travel**

- 1.4.1. It is within the remit of budget holders across LCC to encourage best practice in business travel. Relatively low-cost and no-cost activity in the use of this resource can achieve savings in fuel use, and carbon emissions through a range of common-sense activities, including, for instance, Car Allowance budgets.

- 1.4.2. In just that same way that every planning permission application requires an accompanying travel plan, it is proposed that every section of LCC should consider and provide a business travel plan to cover its activities. It should be noted that a travel plan is not be an ad-hoc consideration about single journeys, so much as a plan regarding the travel needs of a whole section over time.
- 1.4.3. Business travel should be replaced if possible by the use of teleconferencing and web based seminars and conferencing. If travel is essential then public transport should be used where possible without reductions in efficiency. Car based transport should be periodically reviewed by managers and should be shared where possible. As lower-carbon forms of travel become available they should be considered as part of travel plans
- 1.5. Implementation of ICT Hardware and Software Systems and Information and Knowledge Management (IKM) Systems which are energy efficient and which enable new/agile ways of working**
- Roll-out of laptop PCs / PDAs or other hardware to staff who can operate more efficiently by 'New Ways of Working';
  - Remove UPS except critical applications, and then specify off-line rather than on-line UPS except where absolutely mission-critical. Modern hybrid UPS give very low running losses;
  - Use free cooling in server rooms wherever possible – e.g. duct cold fresh air from outside during autumn, winter, spring (control via BMS);
  - Ensure server rooms are not overcrowded;
  - Ensure server rooms are not unnecessarily cold;
  - Ensure server room controls have at least 3°C dead-band to avoid thermal overlap – close control is unnecessary for modern servers;
  - Consider 'thin client' applications;
  - Consider server virtualisation;
  - Consider network/user monitoring software to remind users of computer idle time;
  - Use rejected heat from server air-conditioning units to provided HWS and heating to remainder of building;
  - Ensure client is aware of energy consumption of computers, phone chargers, left turned-on;
  - Switch to Flat-screen technology (LCD, not plasma) displays.
- 1.6. Reduced back-office floor space requirement enabled through more efficient New Ways of Working by staff (phases 1 & 2)**
- 1.6.1. Changing the Workplace expands on the theme of footprint reduction by introducing techniques such as mobile working, hot-desking and teleworking, effectively achieving high productivity from new and refurbished properties.
- 1.7. Service review and rationalisation of public-facing buildings leading to disposal of surplus buildings and those with poor environmental performance**
- 1.7.1. Service review is an on-going process where property needs of services are considered from corporate and strategic points of view. Processes such as development of Joint Service Centres and replacement of Leisure Centres have enabled significant rationalisation of buildings. This process is mirrored in the

Building Schools for the Future (BSF) programme in Education where unsuitable schools properties have been replaced by higher performance modern properties combining the rolls of groups of smaller less energy efficient properties.

## **1.8. Replacement new and refurbished buildings built to high environmental standards**

- 1.8.1. Where indicated, new buildings should be constructed to standards in excess of the requirements of current buildings regulations. The use of the BREEAM “Excellent” sustainability standard, wherever possible, is called for in the Council Business Plan as part of a “Big Idea” to reduce the Council’s carbon footprint. Affordability, buildability and service requirements may limit the ability to achieve BREEAM Excellent standards but the use of whole life costing techniques must be used to test whether an additional investment in energy efficiency measures could be justified by savings in operational running costs. A suggested checklist of measures to reduce energy and water consumption is set out on the Asset Management Strategy Unit Intranet Site.

## **1.9. Retrofitting buildings for energy efficiency**

- 1.9.1. Retrofitting buildings to enable energy efficient performance where they are to be retained for a sufficient period to satisfy the financial payback criteria represent the largest opportunity to achieve carbon reduction across the property portfolio.
- 1.9.2. Those buildings deemed to have a service life long enough to benefit from retrofit activities, for instance because of “Heritage” status (e.g. Civic Hall), would be susceptible to a considerable range of possible techniques. A suggested checklist of measures to reduce energy and water consumption is set out on the Asset Management Strategy Unit Intranet Site. Retrofit energy efficiency schemes have been progressed on a number of high energy using corporate buildings, subject to the funding criteria of the Salix / Carbon Trust initiatives. However, the Council owns 900 major buildings, including 270 schools, many of which would benefit from energy retrofitting. Therefore it is proposed to bring about a step change in the rate at which retrofitting takes place so cost and carbon savings can begin as soon as possible through whichever outcome-driven programme is appropriate.
- 1.9.3. **RE-FiT** (formerly known as Buildings Energy Efficiency Programme - BEEP) – Strategic Investment Board has agreed to a pilot retrofit exercise on ten properties. This is in partnership with Sheffield City Council, working with London Development Agency and Core Cities. Subject to satisfactory appraisal of options and financial approvals, it will lead to joining the RE-FiT Energy Efficiency Programme for retrofitting all suitable Council buildings (including schools) with Energy Conservation Measures (ECMs) under a rolling programme. RE-FiT is a flagship international initiative to reduce the carbon footprint of cities globally. It is a cost neutral means for organisations to reduce energy expenditure and the carbon footprint of their buildings. RE-FiT involves Suppliers (contractors) guaranteeing a set level of annualised energy savings - therefore providing a financial saving - over a defined time period. The Supplier’s financial guarantee will be a key factor in persuading school governing bodies to take part and in securing unsupported borrowing.

## **1.10. Procuring and maintaining fuel efficient fleet vehicles**

- 1.10.1. LCC operates and maintains commercial vehicles with sizes ranging from light vans through to refuse collection vehicles. These vehicles are replaced on a rotating schedule ensuring that the very latest environmental criteria are met. LCC is the first local authority in the UK to fuel refuse collection vehicles with bio-gas. A trial has been very successful and a project is being considered to roll out bio-gas fuelling to more vehicles.
- 1.11. **Procuring and maintaining energy efficient street lighting** – currently LCC has a PFI contractor providing this function throughout the city. Some experimentation in reducing lighting operating time has taken place. However there are many opportunities to reduce energy consumption through modern light sources and control gear. While some mechanisms exist for this process in the existing PFI contract it is strongly recommended that future PFI contracts need to support the ability to reduce energy input.

## 2. CARBON EMISSIONS COST INCREASES

### 2.1. New build or major refurbishment

- 2.1.1. Incorporating low or zero carbon technologies in new or refurbished buildings and within retrofitting programmes subject to agreed financial criteria
- 2.1.2. Primarily the design team should aim to bring energy demand down to a minimum through the building's passive design e.g. incorporation of Passivhaus design techniques to super-insulate, super-seal, use passive heating and daylight, and approach zero added energy.

### 2.2. Generation of renewable energy

- 2.2.1. Taking advantage of standalone or partnership opportunities to generate or use low or zero carbon energy from district CHP, residual waste and solar water or wind generation subject to agree financial criteria
- 2.2.2. The previous plan made very little note of sources of renewable energy for two main reasons. Renewable energy in the context of the British market place was relatively immature, and it was expensive to the point where business cases were difficult to justify. Currently, and more so during the next decade, technologies are becoming more mature, and benefiting from growing market exposure.
- 2.2.3. Renewable energy obtained from indigenous resources contributes both to the reduction of carbon emissions and reducing our reliance on fossil fuels transported from overseas. This will improve the security of supply of energy, as well as providing some insulation from the world energy market fluctuations.
- 2.2.4. Solar thermal energy, heating domestic hot water is offered by major manufacturers, and should be designed to provide approximately half of a building's domestic hot water supply each year. The financial payback for solar thermal hot water for leisure centres with pools is now well established, since such properties need hot water all year round.



- 2.2.5. Photovoltaic panels, producing electricity directly, have matured to the point where large scale arrays on buildings are achieving satisfactory cash paybacks. The recent provision of feed-in tariffs for renewable electricity has provided strong incentive for considering the use of this technique.
- 2.2.6. LCC has four sites on the River Aire where electricity could be produced by Archimedean screw turbines. Plans are in process of preparation to exploit this resource. Paybacks for these units are generally longer than the two solar techniques above, but novel funding/partnership packages organised, possibly, as part of the proposed Energy Leeds ESCo may enable LCC to achieve earlier paybacks.
- 2.2.7. Wind turbines, in the British onshore climate are not as predictable as we might wish. Preliminary studies have taken place, demonstrating that LCC might successfully site a small group of large (2.25MW) turbines on its own land, benefitting from the income, electricity and carbon reductions they provide. Such an action would also promote the use of wind turbines in the area. Small and micro-wind turbines also have a part to play, however the economics of turbines below 15kW rating is such that they are only really of use for the purposes of illustrating the school curriculum.
- 2.2.8. Biomass is generally regarded as the use of solid fuels derived from wood or plant material for the purpose of heating. Leeds City Region has a significant area of woodland which could be managed for fuel as well as amenity value so as to provide a significant alternative to gas and oil. There are now two manufacturers of wood pellets within the region who provide suitable quality of fuel for automatic unattended boilers providing almost zero-carbon heating, at running costs similar to gas-firing. It is almost inevitable that at least some of our portfolio of properties should use this type of heating as part of the so-called mixed economy of energy reduction measures.
- 2.2.9. At the time of production of this plan negotiations are underway for the provision of a residual waste management plant which has the ability to derive heat and electrical energy from waste streams. It is understood that a further plan for conversion of food waste to bio-gas through anaerobic digestion is under discussion. There are strong commercial cases for these schemes to go forward in such a way that they will dovetail with schemes to provide district heating in the lower Aire Valley.
- 2.2.10. At the time of production of this plan early negotiations are underway for the extension of an existing city centre district heating scheme in the Civic quarter. LCC has an aspiration to acquire surplus heat from this scheme to serve its city centre buildings. It would also improve the commercial and carbon reduction potential of the system for the other partners involved (Leeds Teaching Hospitals Trust and the University of Leeds and possibility of others). At this stage LCC is also aware of a further district heating and power scheme to the east of the city centre which could serve LCC properties close to the markets area. LCC is actively promoting the potential to join the above schemes together to further increase resilience of the network and reduce operating costs and emissions.

### **3. REPLACEMENT OF FLEET VEHICLES WITH LOW OR ZERO CARBON FUEL SYSTEMS**

- 3.1. LCC is the first local authority in the UK to fuel refuse-collection-vehicles with bio-gas. A trial has been very successful and a project is being considered to roll out bio-gas fuelling to more vehicles. During the lifetime of this plan it is anticipated that all of the LCC commercial vehicles would transition to bio-gas fuel. There is a strong commercial case for LCC to produce suitable bio-gas fuel at a future proposed anaerobic digestion waste management plant, mentioned above.
- 3.2. Consideration has been given to the provision of electrically driven and hybrid vehicles. LCC are maintaining an awareness of such techniques including hydrogen fuel, fuel-cell and battery-electric and hybrid vehicles. Some small scale trials have been conducted and will continue as technology and reliability continue to improve.

#### 4. WATER COST INCREASES

- 4.1. As mentioned above, high level measures will be used highlight good and poor performance, prioritising action to specific properties.
  - 4.1.1. Actions should take place at every site, however, most importantly – watching for leaks, and monitoring consumption levels at every monthly bill. Any changes should be subject to immediate investigation. (Most leaks cost more in water charges than repair charges unless they are caught early).
  - 4.1.2. Toilet flushing and hygiene uses more than 50% of all mains water used in LCC properties except leisure centres. Flush volumes can be reduced by use of retrofit innovations such as “Hippos” and “Hogs” in toilet cisterns.
  - 4.1.3. On refurbishment and new build:
    - Hydraulically-efficient design of toilet bowls with dual-flush cisterns should be used.
    - Waterless urinals should be considered
    - Water using appliances should be A-rated
    - Tap aerators and sprays should be fitted to reduce flow rates
    - Flow and pressure-regulation at each floor level of each building, along with reduction of overall pressures.
    - Properly collected, filtered and stored, rainwater is generally accepted as suitable for use in WCs, urinals, washing machines and for garden irrigation use. Typically these account for around 50% of domestic use.
    - Generally flow rates are too high leading to splashing. Timed turn-off and electronic taps offer savings as well a real or perceived hygiene benefit.
    - A wide range of fittings are available, see Environment Agency Fact Cards. Regulated sprays and aerators allow easy specification of flow rates. Hot and cold must be clearly and indelibly marked and operation should be obvious to avoid wastage as users try to find which position provides hot water. The widespread use of standard threaded outlets on tapware would allow the use of sprays, aerators and innovations. ‘Waterbrake’ cartridges and integrated adjustment of flow rate and hot water flow could become standard features at little extra cost.

## 1. Carbon Management Governance and Accountability

Strategic Plans	Improvement Priority	Accountable Director	Lead Officer
Council Business Plan VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA	Resources Alan Gay	Corporate Property Management Anne Chambers
Leeds Strategic Plan ENV-1b	Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so.	City Development Martin Farrington	Planning Steve Speak
NI 185 National Indicator	Reduction in carbon emissions from council operations	City Development Martin Farrington	Sustainable Development Tom Knowland
CRC	Carbon Reduction Commitment (Energy Efficiency Scheme)	Resources Alan Gay	Finance Doug Meeson

The following structures within Leeds City Council inform decision making on the various aspects relating to carbon management:

### The Executive Member for Resources

- Has overall elected member responsibility for energy and water management and receives regular officer briefings on progress with energy efficiency.

### Scrutiny Board

- Elected members receive six-monthly reports on progress of improvement priorities in the Leeds Strategic Plan and the Corporate Business Plan which are informed by Action Trackers and the Carbon and Water Management Group Action Plan.

### Environment Programme Board (Chaired by Director of Environment & Neighbourhoods)

- Carbon & Water Management Group (formerly NI185 Strategy Group) acts as a project team reporting to Environment Programme Board on major issues. Six monthly CBP and LSP carbon emission trackers are reported to Scrutiny Boards.

### Strategic Investment Board (Director of Resources chair) / Asset Management Board (Chief Asset Management Officer Chair)

- Major investment or asset issues (eg investment in energy efficiency, BREEAM and low / zero carbon cost implications taking account of whole life costing)

### Finance Performance Group (Chief Officer Financial Management chair)

- Strategic financial monitoring
- Business case evaluation
- Borrowing

### Carbon and Water Management Group: (Chaired by Chief Officer CPM and reports back to Director of Resources re his accountability for Business Plan

- co-ordinates collection of quarterly NI185 data on carbon emissions from all operations arising from LCC buildings;
- develops and monitors progress on Carbon and Water Management Group Action Plan projects to reduce CO<sub>2</sub> emissions;
- Does not include partnership working or influencing others – LSP tracker picks this up;

**Carbon Reduction Commitment Forecasting Group** (Chaired by Chief Officer Financial Management):

- Major impacts on CRC trading performance will be:
  - Registration for CRC scheme with baseline data, contact with Environment Agency and carbon performance data reporting (SAM lead)
  - Strategy and funding for credit purchasing and penalties (if any) and carbon credit trading (Corporate Financial Management – Treasury Management lead with support from SAM)
  - Funding or borrowing for energy efficiency schemes and receipt of any financial rewards (Corporate Financial Management lead in liaison with SAM)
  - Asset rationalisation through CTW / Vision for Sport / School replacement / disposals etc (SAM lead on major projects)
  - Retrofit of assets to be retained (SAM - client lead for all LCC buildings on strategic and technical guidance, option appraisal, prioritisation; CPM – lead on business cases and implementation for corporate buildings; Education lead on schools with support from SAM)
  - Renewable energy initiatives (SAM lead)
  - Behaviour / awareness (SDU lead)
  - Programme management for energy efficiency / renewable energy schemes where required (PPPU)

## 2. Delivery of Carbon & Water Management Reduction Measures

The following services within Leeds City Council have responsibility for delivery of the various carbon and water reduction measures in LCC buildings and operations:

- **Sustainable Development Unit - City wide policy role** (SDU - Environmental Policy Team):
  - LCC Environment Policy and Climate Change Action Plan;
  - Co-ordination and auditing of NI185 and EMAS performance data;
  - Promotion of strategic carbon and water reduction and renewable energy initiatives on a city wide basis
  - Seeking external funding opportunities
  - Influencing other public sector organisations and partnership working
  - Raising environmental awareness of LCC staff and residents of Leeds.
- **Strategic Asset Management – All Council owned land and buildings** (SAM – Energy Unit as part of Asset Management Strategy Unit):
  - Develop the Carbon & Water Management Plan for all operational Council buildings, fleet transport, street lighting & business travel operations for comprehensive planning purposes;
  - Monitoring and reporting on the level of all energy / water consumption and carbon emissions arising from activities within Council owned buildings for energy and water management, NI185 carbon reduction and the Carbon Reduction Commitment;
  - Procurement of corporate energy contracts;
  - Lead on major property review / rationalisation in consultation with Services and Corporate Property Management
  - Initiation and prioritisation of major carbon and water reduction and renewable energy initiatives for LCC buildings or on LCC land;
  - Provision of strategic guidance for carbon reduction projects, including use of Salix, Local Authority Energy Fund (LAEF) or other funding mechanisms;
  - Procurement of Display Energy Certificates (DECs) for all LCC buildings (over 1,000sm), inc. schools;
  - Promotion of sustainable design and procurement for new build and refurbishment schemes
- **Corporate Property Management – Corporate buildings** (CPM)

- Review of corporate properties / rationalisation in consultation with SAM and Services;
  - Implementation of energy and water efficiency schemes for corporate buildings as part of planned maintenance and refurbishment;
  - Development of business cases for Salix or other funding on corporate buildings where appropriate, and management of the Salix Funded projects;
  - Responsibility for carbon, energy and water accounting for multi-use 'civic buildings' as part of facilities management (otherwise Services are responsible for their own energy consumption);
  - Chairs Carbon & Water Management group (formerly known as NI185 Strategy Group)
- **Commercial Services - Fleet transport**
    - Commercial vehicle procurement
    - Fuel consumption
    - Route planning
    - Exploration of alternate fuels
- **Highways**
    - Street lighting and illuminated signs
    - Travel policy and data in respect of council business travel
    - Flood prevention / attenuation in respect of council assets
- **All Council Services**
    - Responsibility for energy and water consumption in single-service buildings
- **Children's Services / Education Leeds – School estate**
    - Schools review / replacement / closures;
    - Zero carbon target for DfE investment in new build / major refurbishment of schools;
    - Promotion of sustainability issues / environmental awareness in schools through staff awareness and curriculum development.
- **Schools – Governing Bodies**
    - Funding and implementation of school energy and water efficiency schemes as part of planned maintenance or refurbishment from delegated budgets
    - Responsibility for water and energy consumption
    - Potentially, responsible for carbon emissions
- **Corporate Finance**
    - Overall allocation of council budgets, including carbon, water and energy;
    - Corporate energy efficiency investment budget;
    - Unsupported borrowing;
    - Salix and LAEF borrowing;
    - Lead on carbon trading and governance as part of Carbon Reduction Commitment (Energy Efficiency Scheme)

This page is intentionally left blank

**Carbon & Water Management Plan  
Delivery Plan 2011/12  
Appendix B**

Page 107

	Headline Measures	Responsibility	Funding / Risks / Actions	Timescale
1	<b>Retrofitting existing estate – 17-25% reduction in estate carbon emissions through holistic energy and water efficiency packages (use 21% as median figure). Capital costs from unsupported borrowing, guaranteed payback from energy savings in less than 10 years</b>	<b>Project Team PPPU / CPM / EDU</b>	<b>Contractual payback guarantee - unsupported borrowing. Funding secured for schools project management and contract management capacity.</b>	<b>2011-2015</b>
	Progress Schools Carbon Reduction Officer post...£50k per annum 2011/14 to implement scheme. Comments noted from DES on an alternative model. Accepted for CLCSS scheme which will provide resources from Carbon Trust to undertake initial project to engage with schools on energy reduction	Anne Chambers Polly Cook	8 / 10 schools pilot launched at Westerton Primary. Energiser sessions started with in-school eco-teams to promote action mainly in years 5/6. Investigating boiler optimisation to reduce gas consumption by 15%. Poster campaign Jan 2012. Once scheme finished look to roll out to other schools.	April 2012
	Building Energy Management systems standardised to 2 companies – Trend & Priva	Andy McCulloch Pete Lynes	Trend is predominant BEMS in sites and new installations Trend (Priva at John Charles) Tender for maintenance to be in place by Apr 2012. Networking costs from Salix fund. BEMS upgrade site list required.	Apr 2012
	Utilise SALIX (SERS) loan scheme for annual programme to retrofit carbon reduction measures on LCC buildings. Explore utilisation of SALIX for ICT projects. Include schools – to be administered through CPM.	Andy McCulloch George Seedhouse	Quarterly update to C&WMG. £500k to be commissioned by Apr 2012. VO tender checked by Salix and due in end Nov 2011.	Mar 2012

## Carbon & Water Management Plan Delivery Plan 2011/12

	Deliver the Clinton Climate Initiative RE-FiT programme to 8 7 corporate buildings (Armley Mills – Abandoned) and 2 schools.	Polly Cook	E-On appointed as contractor and contracts signed. Leisure centres to start Dec 2011 with other sites to follow.	Mar 2012
2	<b>Changing the Workplace - Phase 1: City Centre, reducing emissions by reducing the back office space occupied. Energy savings as marginal benefit to reducing total cost of occupied space. Assume a 15% reduction in occupied space and 25% reduction in assoc carbon</b>	<b>Programme board / Project team</b>		<b>2011-2015</b>
	Programme for reducing city centre buildings		Surrendering 2 leased buildings (Cannon & Leeming). Retrofitting works to Civic Hall, Apex, 2 Great George Street, Leonardo & Thoresby. Major refurbishment of Merrion to BREEAM excellent standard if possible.	Feb 2012
	<b>Changing the Workplace - Phase 2: Outside the City Centre, reducing emissions by reducing the back-office space occupied. Energy savings as marginal benefit to reducing total cost of occupied space. Assume a 10% reduction in occupied space and 10% reduction in assoc carbon</b>	<b>Programme board / Project team for each project</b>	<b>Business cases to reflect savings in running costs. Capital Programme disposal of surplus property - subject to market demand.</b>	<b>2011-2021</b>
	Assess use of Civic Buildings Portfolio	Anne Chambers	Plan to vacate Otley OSC	Sep 2011



## Carbon & Water Management Plan Delivery Plan 2011/12

3	<b>Service rationalisation of public-facing buildings. Reduction in size of estate and replacement with higher performance buildings (appendix 2, section 1.7 and 1.8)</b>	<b>Project teams (CPM / Services)</b>	<b>Service reviews and asset management rationalisation projects ongoing.</b>	<b>2011-2013</b>
	Approximately 68 buildings in asset rationalisation to save £1.7m in 2011/12	Anne Chambers	Ongoing.	Mar 2012
4	<b>Large scale renewables - Wind turbines (2-3) and district heating (1 or 2 areas) large scale biomass (e.g. anaerobic digestion (AD) plant) funded primarily by private sector investment in return for guaranteed demand from LCC, reduce estate emissions</b>	<b>Project teams to be initiated by SAM</b>	<b>Business cases to be brought forward to SIB. Partnerships for Renewables or similar external finance. Planning risks to be carefully managed.</b>	<b>2015-2017</b>
	Explore possibility of utilising Civic Quarter - CHP - Universities & Leeds Teaching Hospitals	Dave Grooby Christine Addison	Maybe some spare capacity for City Centre buildings, highlighted in spec for Merrion and consider in any boiler replacements. Options report to SIB on future involvement December 2011.	Mar 2012
	Wind Turbine	Pete Lynes  Ian Waller	Rothwell Country Park - Feasibility business case (Arups to provide approx costs) to Finance Performance Group (FPG) November.  John Charles Centre for Sport – All turbines recalled and company in receivership. Alternatives sought.	Oct 2011

## Carbon & Water Management Plan Delivery Plan 2011/12

5	Behavioural / "soft" techniques in use of buildings and equipment. Current targeted low-cost / no cost measures, self funded in first financial year (appendix 2, section 1.3)	SDU / Services CPM / IT	Requires continuing action. Funded from current financial year savings.	2011-2021
	<p>Million pound budget reduction for 11/12. No cost low cost actions. Assess future of Big Switch Off events</p> <p>Quarter 2 shows increase in spend but reduction in consumption.</p>	Anne Chambers Jon Andrews	<p>11/12 programme to be managed through C&amp;WVG.</p> <p>Consumption &amp; cost (PL / ME) info distributed to and displayed at sites. Big Switch Offs to be increased. Corp Comms coming to next C&amp;WM Group meeting.</p>	Mar 2012
6	Fleet vehicles - alternatively fuelled vehicle trial could result in cost-effective transformation of entire refuse vehicle fleet to biogas, reducing emissions by 50%. (appendix 2, section 3)	Commercial Services	Likely cost of circa £14m for AD plant (which could attract grants, PFI and other credits) and savings of circa £2m pa against current costs of diesel, plus potential for LATS credits, RTFO credits etc.	2011-2015
	Bio-methane infrastructure in place.	Terry Pycroft Richard Crowther	<p>Monitor ongoing maintenance and serviceability of vehicles for this full term.</p> <p>Increase bio-methane in LCC fleet and external companies also interested incl Ambulance.</p>	Mar 2012 - 2014

## Carbon & Water Management Plan Delivery Plan 2011/12

7	Switch majority of remaining fleet vehicles to alternative fuel including hybrid and electrical. Plus efficiency gains from EU programmes to reduce carbon emissions from all vehicles. Assume 30% reduction. Use of grants and may require borrowing to finance	Commercial Services	Infrastructure - Department for Transport grants and Local Authority Energy Fund. Vehicle replacements funded from Revenue savings.	2013-2015
	Some hybrid and electric vehicles in fleet.	Terry Pycroft	Leeds to be hybrid hub for buses / mini buses. No alternative fuel drivers or subsidies to date. Leeds Uni Student project to benchmark vehicles.	2013-2015
8	Use of new street lighting luminaires and control gear plus different lighting regime. Assume additional 10% reduction (appendix 2, section 1.11)	Highways & transportation	Local Authority Energy Fund / Salix. Risk - drive for changes needed through PFI contract	2012-2014
	Continue progress with street lighting PFI contract.	Ian Moore  Andrew Molyneux	Replacement of 71,982 units. (Stage 9 of 10) Emissions are rising needs investigating - reassessment of baseline position, passive / dynamic metering. Examine use of LED.  Cllr queried street lamp numbers, lamp efficiency and increased consumption / costs with Highways. Reasons for increasing consumption / costs required – PL to follow up.	Jul 2011

## Carbon & Water Management Plan Delivery Plan 2011/12

9	Small scale renewables - Contribution of dispersed hydro-electric, solar thermal, photovoltaic and building scale biomass reducing building related emissions by circa 2% (appendix 2, section 2.2.2 - 2.2.6)	Project teams to be initiated by SAM	Partnership for Renewables or similar capital costs borrowed, with cost of borrowing covered by new Feed-In Tariff. Risk of uptake of biomass due to technical / operational issues	2012-2019
	Hydro feasibility	Peter Lynes Polly Cook	Armley Mills the only possible go ahead as both technically and financially feasible. Exec Board report in Jan 2012. General consultation to be carried out.	Jan 2012
	PV	Polly Cook	Project approved but lower £ value as FITS reduced. FPG to agree new business model. Possible Phase 1 to go ahead at 10 sites – procurement docs to go out. At moment no financial benefit to schools. To be complete by end Mar 2012.	Mar 2012
	Biomass Boilers	Andy McCulloch George Munson Peter Lynes	Exploring feasibility to replace oil at Lotherton hall and Herd Farm	Mar 2012

## Carbon & Water Management Plan Delivery Plan 2011/12

10	<b>Business travel planning and outsourced vehicles to be improved by circa 20% through EU programmes to reduce carbon emissions from all vehicles. (appendix 2, section 1.4)</b>	<b>SDU / Services</b>	<b>No cost to LCC.</b>	<b>2011-2021</b>
	Continue to complete site travel plans for all LCC sites where there are over 60 employees. Includes evaluating grey fleet business mileage at each site, setting targets for mileage reduction if appropriate and promoting sustainable travel options. Business Travel policy in development to support directorate travel hubs through which all business travel will be booked	Liz Bennett Andy Hill	Site Travel Plans approved by appropriate SMT. 48 buildings identified requiring Sustainable Travel Access Guides (STAG). 28 complete.	Mar 2011
<b>Compliance / Performance</b>				
	External EMAS audit Nov / Dec 2011 to provide back up to CRC compliance.	Jon Andrews Ania Campbell	Agreed as task for Environment Policy Team.	Ongoing
	Undertake DEC's for all relevant buildings	Anne Chambers Steve Callery George Seedhouse	S&AR complete. NPS quoting for primary schools. CPM & Secondary schools to follow.	Sep 2011
	Explore post occupancy evaluation or BREEAM		2 schemes rejected, another to be identified. Include within energy review for relevant responsible person. Compton and Reginald Centre – Excellent.	Mar 2011

## Carbon & Water Management Plan Delivery Plan 2011/12

Page 114

	Data			
	Monitoring Water Consumption	Peter Lynes	YW offering water infrastructure investigations to reduce losses - review and paper to FPG. EDI billing to Team in future.	Aug 2011
	Implementation of TEAM software	Peter Lynes	Electric complete. Gas / Water to complete. Business case required for future development ongoing.	Aug 2011 Oct 2011
	Carbon Reduction Commitment (CRC)	Peter Lynes Helen Mylan	Footprint report for 10/11 submitted to CRC to assess 10% levy for 12/13. Plus annual report. Info to feed into following year revenue budget. Now discovered that payment required for 2011/12.	Jul 2011
	Organisation			
	Undertake a review of the organisation of officers undertaking energy management roles e.g. SDU / Fuelsavers, CPM, PPPU Resources needed for assessing suggestions and audit of buildings.	Paul Maney  Jon Andrews	Quarterly report required. ME Energy Savings Initiative briefing note to CLT.  To collate a who's who of C&WM for LCC.	Dec 2011

# Carbon & Water Management Plan

## Delivery Plan 2011/12

	Contracts			
	Best value procurement of utilities.	Anne Chambers Pete Lynes	Ongoing. Voids/standing charges/Off contract supplies. Note cost to PFIs / Academies. Establishing a system to move Academies from LCC contract.	

This page is intentionally left blank





**Statement from the**

**Scrutiny Board**  
**(Environment and**  
**Neighbourhoods)**

**The Council's CO<sub>2</sub>**  
**Emissions**

# Introduction

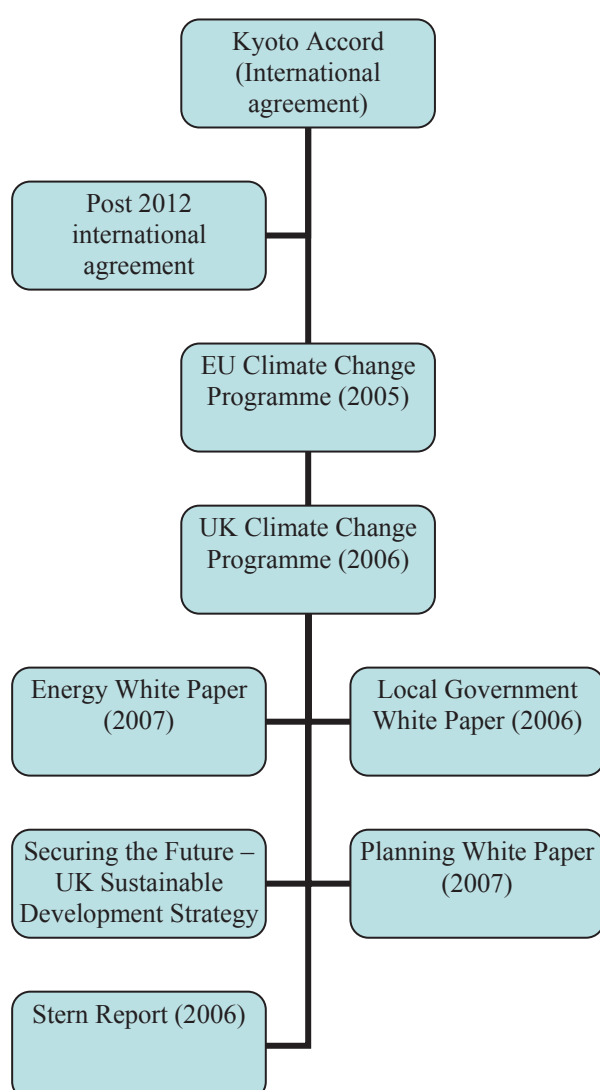
## Introduction

1. There is now near universal acceptance by world governments that climate change is occurring as a result of man-made greenhouse gas emissions. Previously, the drive for reducing the levels of carbon emissions has come from a small, but increasing, number of committed individuals.
2. However, it is now generally recognised that local councils are uniquely placed to provide leadership, raise awareness and influence behaviours across a range of issues and councils are now recognising that systemic changes locally could have a significant contribution on the level of carbon emissions in general.
3. In addition, it is also recognised that action by local councils is crucial to the achievement of the Government's climate change objectives.
4. In September 2007, the Scrutiny Board (Environment and Neighbourhoods) included an inquiry into the Council's Climate Change agenda on its work programme.
5. Given the breadth of this subject area, it was subsequently agreed that such an inquiry should initially focus on the issues associated with the Council's own CO<sub>2</sub> emissions. As such, the following areas would be considered:
  - Review of the DEFRA indicators relating to CO<sub>2</sub> reduction; the definitions, targets and current performance.
  - Resourcing the climate change agenda in general and specifically with regard to reducing CO<sub>2</sub> emissions
  - Role of external advisers/bodies in helping the Council to reduce its CO<sub>2</sub> emissions
  - Energy management and the work of the departmental champions
  - Future Council estate – sustainable building
  - Travel policies for staff and fleet management
6. A working group was established and comprised:-
  - Cllr B Anderson (Chair)
  - Cllr A Blackburn
7. Attending the working group as witnesses were:-
  - Chief Asset Management Officer
  - Head of Sustainable Development
  - Environment City Manager
  - Head of Fleet Services
  - Climate Change Officer
8. The following comments and recommendations provide a summary of the areas and issues considered to date.

## Comments and Recommendation



1. We considered a brief overview of the policy drivers, targets and current performance around CO<sub>2</sub> emissions. As illustrated below, this focused on the hierarchy of International and National policy framework, which helps to identify the key drivers.



2. We also considered the current performance baseline, existing targets and future target setting.

### Current performance baseline

3. In 2006/07, the total corporate CO<sub>2</sub> emissions arising from the use of Leeds City Council assets amounted to 95,000 tonnes (approx.) and a breakdown of this total is provided in the table below<sup>1</sup>.

Element	CO <sub>2</sub> (tonnes)	% of total
Buildings	79000	83%
Fleet	9700	10%
Street Lighting	5300	6%
Waste	800	1%
<b>TOTAL</b>	<b>94800</b>	<b>100%</b>

4. This showed us that in 2006/07 emissions from the Leeds City Council building stock was 60% (approx.) lower than they were in 1991/2. However, discounting the CO<sub>2</sub> reductions associated with purchasing green electricity (66,000 tonnes of CO<sub>2</sub> in 2005/06) this figure reduce to below 30%.

<sup>1</sup> Current work around (the national indicator) NI 185 is producing some different figures for our baseline, partly due to a new methodology and partly due to better data collection, so it should be noted that the table included is indicative and a full baseline for 2008 is currently being established, in line with NI 185.

## Comments and Recommendation



5. We heard that figures for other elements of the baseline, i.e. emissions associated with staff travel for official duties and for employee commute, had not yet been calculated. It is hoped that these can be included by 2008/09.

### Existing targets and future target setting

6. We heard that the Council, through its Energy and Water Management Plan, had committed itself to achieve a 15% reduction in CO<sub>2</sub> emissions from its building stock between 2004-08.

7. We were also advised that, while the Council was on track to meet this target, currently, local authorities do not have any specific national targets relating to reducing greenhouse gas emissions.

8. Despite the current lack of any national targets, we heard that it may be possible that local councils will need to adopt targets in future, potentially emerging through:

- Climate Change Bill;
- Carbon Reduction Commitment;
- Comprehensive Area Assessment

9. We believe that by signing the Nottingham Declaration on Climate Change in June 2006, the Council has identified climate change as a strategic issue for the City.

10. We acknowledge the development of a holistic climate change strategy for Leeds that, while

recognising the need to adapt to climate change, will also contain specific actions both to reduce emissions from the Council's estate and from the whole city. We welcome the intention to publish this strategy by June 2008.

11. We heard that the Leeds Climate Change Strategy will contain an emissions target for the City, likely to be in the order of 60-90% below 1990 levels by 2050, with an interim target for 2025.

12. We welcome the intention to publish the Leeds Climate Change Strategy by June 2008, and feel that the development of the Comprehensive Area Assessment (CAA) and the Local Area Agreement (LAA) provide strong opportunities to access specific new resources to tackle climate change within Leeds.

### **Recommendation 1**

That, to provide much needed new resources, at least one of the 35 LAA priorities for Leeds focuses on climate change.

13. We also note the Joint Commitment, drawn up by the Core Cities and launched in November 2007, contains a series of commitments from both Government and the each of the cities, including:

- Achieve or exceed targets for reducing CO<sub>2</sub> emissions,

## Comments and Recommendation



increasing air quality standards and reducing landfill in line with the new Climate Change Bill and related legislation.

- Reduce our own energy consumption and work jointly on increasing renewable energy generation, e.g. through Energy Service Companies.

14. We also welcome the news that Leeds has been selected as one of the partners of choice by the Carbon Trust. We believe that this reflects the high level of commitment by the Council and its local partners to turn advice into action. The Council has much to gain from this professional advice available through the Carbon Trust and should use this to further strengthen the Leeds Climate Change Strategy.

### Energy Performance in Building Directive (EPBD)

15. We heard that the absence of government software is preventing the issue of Energy Certificates being taken forward. While we acknowledge that a thorough data validation exercise is taking place in lieu of the arrival of the software, we believe it is vital that the Council identifies those buildings where energy performance is poor and agrees an appropriate improvement plan.

### **Recommendation 2**

That all major sites are surveyed as soon as possible and where the certificates are poor, a clear plan of action to improve them up to the maximum feasible and viable score is drawn up

### Carbon Reduction Commitment (CRC)

16. Formerly known as the Energy Performance Commitment, we heard about the government's proposals to apply mandatory emissions trading to cut carbon emissions from large commercial and public sector organisations. Given the Council's utility bill is in the region of £20m, we acknowledge that the Council is likely to be part of the Carbon Reduction Commitment scheme.
17. We believe this provides an opportunity and additional fiscal incentive to increase efforts to reduce emissions from the Council's buildings. However, we also believe that failing to prepare sufficiently for the introduction of the CRC scheme, could leave the Council exposed to significant financial risks arising from poor pricing of auctioned credits and from poor management of trading arrangements.

## Comments and Recommendation



18. As such, we believe this is likely to have budgetary implications and will need to be factored into the 2009 budget calculations.

### Recommendation 3

That the Carbon Reduction Commitment implications are factored into the 2009 budget calculations.

### Street Lighting

19. As part of a multi-million pound Public Finance Initiative (PFI) contract, the Council is systematically replacing all street lights with more efficient units. We heard that based on current usage patterns, it is estimated that this could lead to a 15% reduction in emissions. However, we believe that further reductions in emissions may be possible through altering the times that street lights are on and potentially through selective dimming late at night.
20. However, we recognise that any changes to the current usage patterns as a means of further reducing emissions, requires a detailed review prior to assess the likely reduction and associated implications.
21. We subsequently heard that technological advances, such as the use of Light Emitting Diode (LED) lighting, could enhance the controllability of street lighting,

which in turn could result in an associated reduction in emissions.

### Recommendation 4

That the potential for further reductions in CO<sub>2</sub> emissions through changes to the current usage patterns of street lighting be reviewed in more detail, and includes consideration of the implications associated with altering the times that street lights are on and potentially through selective dimming late at night.

### Reducing emissions from future buildings

22. We recognise that considering the energy efficiency of the Council's current estate needs to be supported by a suitably robust approach when producing specifications for new-build and major refurbishment projects.
23. We believe this could be achieved through the use of Whole Life Costing analysis that could be linked to a ring-fenced fund to pay additional capital costs where revenue costs would be recouped within an agreed time period, for example, 10 years.

## Comments and Recommendation



### Recommendation 5

That a policy be developed and implemented to ensure the use of Whole Life Costing analysis when specifying new-build and major refurbishment projects, including the development of a linked, ring-fenced, fund to pay additional capital costs where revenue costs would be recouped within an agreed time period.

### Fleet Management

24. We note the work being undertaken by Fleet Services and Environment City to minimise the impacts of emissions from Council fleet activity and believe that emissions from the Council's fleet should not be overlooked.
25. We were advised that Ultra Low Sulphur Diesel was introduced into the Council's vehicle fleet in 1998 and that exhaust particulate traps have been fitted to all fleet vehicles (over 7.5 tonnes) to help improve the air quality in the Leeds area.
26. We were also advised that to further enhance the Council's commitment to minimising the environmental impact of its vehicle fleet, where possible, all vehicles purchased meet the current noise and emissions standards. In addition, future vehicle purchasing procedures will ensure that the engines of such vehicles meet the

EURO 5 criteria, well in advance of any legislative requirements.

27. We also heard that an alternative fuelled vehicle seminar was held by the Council during 2007, with invitations being extended to both the public and private sectors form around the City. The purpose of the event was to provide an opportunity for participants to attend and see / drive the vehicles first hand.
28. It is clear to us that new initiatives are constantly being developed and in conjunction with Cenex, a government led organisation, and the Energy Savings Trust, Fleet Services are investigating the possible use of alternative fuelled vehicles in the Council's fleet of the future. This work supports the review currently being undertaken to map the level of CO<sub>2</sub> emissions from vehicle deployment and develop a targeted reduction programme.

### Recommendation 6

That the Board, or its successor body be kept up-to-date regarding:

- (i) The on-going investigations around the use of alternative fuelled vehicles in the Council's fleet.
- (ii) The outcome of the current review of CO<sub>2</sub> emissions from vehicle deployment and the arising targeted reduction programme.

This page is intentionally left blank



**Recommendation Tracking – Progress Report (December 2009) – Scrutiny Board (Environments and Neighbourhoods)**

Categories

- 1 - Stop monitoring
- 2 - Achieved
- 3 - Not achieved (Obstacle)
- 4 - Not achieved (Progress made acceptable. Continue monitoring)
- 5 - Not achieved (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

**CO2 Emissions Inquiry (2008)**

Recommendation for monitoring	Evidence of progress and contextual information	Status (categories 1 – 6) (to be completed by Scrutiny)	Complete
<p>4. That the potential for further reductions in CO2 emissions through changes to the current usage patterns of street lighting be reviewed in more detail, and includes consideration of the implications associated with altering the times that street lights are on and potentially through selective dimming late at night.</p>	<p><b>Previous response provided in March 2009:</b></p> <p>Columns - In the first 5 years of our project, the 80,000 old concrete columns will be replaced by approx 14% fewer steel units.</p> <p>Lanterns - Using mainly the 'Philips Cosmopolis' unit on our PFI project has enabled us to get more light for the energy we consume. This is because the old Low/High Pressure Sodium lights actually consume more than their rating; e.g. we can now get the same amount of light for 64W of energy whereas the old unit consumed 84W.</p> <p>Trimming - As the old street lights are replaced throughout the city, the new units will be installed with a 55/28 lux cell to control the</p>		

switching. This will replace the 70/35 lux on all the existing columns. This saves approx 8-9 mins burning time per unit, per day. With more than 100,000 units (lighting columns and signs) across the city, this can amount to a substantial reduction (292m minutes of lighting time, at an average of 50W per lamp, is equivalent to 243MWh or 127 tonnes CO<sub>2</sub>).

Dimming - Standards required for lighting roads are based on a number of factors one of which is traffic flow. We are working with our PFI partners at Southern Electric Contracting to ensure that major highways which only carry small volumes of traffic outside peak hours at night are identified and the benefits of dimming considered. Whilst the technology is available, so-called experts are still not 100% convinced of its reliability. We will be undertaking a trial in conjunction with our partners at SEC very shortly.

LED's - The technology is still not available at suitable quality and cost for highway lighting. However, LED tunnel lighting is more advanced and when the lighting is replaced in the Leeds/ Bradford Airport tunnel, a 'part LED' solution will be implemented. The entry and exit portals will need to be lit with conventional fittings to achieve the required levels, but the internal running lights will be done with LED's. This will reduce energy consumption inside the tunnel by approx 70-80%.

**Current position:**

Under the terms of the Street Lighting PFI agreement, Southern Electric Contracting (SEC) are required to meet milestones associated with the lighting replacement programme. SEC have successfully achieved milestones 1 to 6 and are on target to meet milestone 7 of 10 within the agreed timescale. Currently this has resulted in a reduction in the total number of street lights by 8%.

A trial of LED street lights has been installed and the local residents

	<p>are being consulted to establish their view of the performance and appearance of this type of lighting. Similarly a dimming trial has been installed, again resident's opinion is to be obtained.</p> <p>Work is scheduled to commence on the relighting of the LBIA tunnel in January 2010. The new lighting solution will include LED lighting.</p>		
<p>5. That a policy be developed and implemented to ensure the use of Whole Life Costing analysis when specifying new-build and major refurbishment projects, including the development of a linked, ring-fenced, fund to pay additional capital costs where revenue costs would be recouped within an agreed time period.</p>	<p><b>Previous response provided in March 2009:</b></p> <p>Initial discussions have been held with Alan Gay regarding funding additional capital costs for BREEAM excellent. The preferred option is to use prudential borrowing powers to access finance where there is a solid WLC business case. A funding policy will be confirmed as part of policy development.</p> <p><b>Current position:</b></p> <p>Sustainable Buildings Procurement Strategy to be recommended to Executive Board meeting of 12 February 2010.</p> <p>The NI185 Action Plan contains specific actions to improve the sustainability of new buildings and major refurbishment, including developing funding arrangements for additional capital requirements (actions 4.9.1-4.12). This is regularly monitored and reported through the Council Business Plan Action Tracker VP5a with actions 4.9.1-4.12 currently on target. We therefore recommend stopping monitoring this action through Environment Scrutiny.</p>		
<p>6. That the Board, or its successor body be kept up-to-date regarding:</p> <p>(i) The ongoing investigations around the use of alternative</p>	<p><b>Previous response provided in March 2009:</b></p> <p>(i) Retrofitting of Connaught diesel electric hybrid kit has not taken place due to Cenex withdrawing funding for the programme.</p>		

<p>fuelled vehicles in the Council's fleet.</p> <p>(ii) The outcome of the current review of CO2 emissions from vehicle deployment and the arising targeted reduction programme</p>	<p>Work is continuing towards the CNG and Dual-fuel RCV demonstration project with a target commencement date of May 09. A CNG van has also been added in to the demonstration project using external grant funding from the Ashden Charity award scheme. The three vehicles will be fuelled with carbon neutral biomethane for the duration of the trial. An initial offer of additional funding towards this project has been received from Cenex subject to terms and conditions being agreed on the monitoring and reporting of the trial vehicles. We are also working with a partnership looking for support to develop a diesel-electric hybrid refuse collection vehicle, which we could trial within Leeds.</p> <p>Leeds City Council was accepted on to the Low Carbon Vehicle Procurement Programme (LCVPP) with the best application from 72 hopefuls. The programme is designed to introduce fleet scale demonstration trials of lower carbon and all electric panel vans. Leeds will have around 40 such vehicles due for renewal during the next financial year.</p> <p>(ii) The green fleet review highlighted that 158 HGVs (15% of the total Council fleet) was responsible for consuming 45% of the total fuel consumption (3.8m litres). Of these 158 HGVs, 65 are RCVs averaging around 3.5mpg and accounting for over 40% of the entire fleet carbon footprint.</p> <p>These vehicles therefore offer the greatest prospect for making the most significant reductions to Council fleet CO<sub>2</sub> emissions, at lowest cost per tonne of carbon saved. It is actually possible that initial increase in investment would return a net cost saving over a 5 year period. A trial has been set up to investigate this possibility (see 6(i) above).</p> <p>Further work will be taken to try and drill down emissions to particular vehicle and service provision areas in an attempt to identify possible</p>		
---	---	--	--

alternative technology solutions most appropriate for the individual vehicles role. Participation in the LCVPP should assist in this work.

**Current position:**

i) The RCV demonstration project met with initial vehicle delivery problems, However the one vehicle began operational duty on 16<sup>th</sup> June 2009. The Dual-fuel RCV was not ready to begin operations until late August effectively delaying the beginning of it's trial until industrial action has ceased. There have been some difficulties experienced related to the refueling infrastructure which are being addressed, however the vehicle appeared to performed well up to the onset of industrial action.

£10k funding towards CNG van sized vehicle is still available to LCC. However the service area intending to purchase the vehicle has encountered budgetary constraints and has so far not placed an order. It may be that the funding is now put towards the provision of an a CNG vehicle within Streetscene based at the same depot as the RCVs.

The terms and conditions for accepting £10k funding from Cenex towards monitoring and reporting of the project have been agreed. It has been agreed to provide a preliminary report analysing the data collected so far from the CNG vehicle and discussing the practical issues of encountered in setting up the trial and data collection methodology.

Leeds has ordered 20 vans (16 diesel-electric hybrid and 4 all electric) under the Low Carbon Vehicle Procurement Programme (LCVPP) which should start arriving on the fleet just before the end of the 09/10 financial year.

ii) Work has started on vehicle service and refueling records to help identify which services and operations are the most polluting. Fleet

	<p>Services and Transport Policy are currently assessing the cost /benefit of signing up to the EST Motorvate Programme, which primarily focuses on the detailed recording of the mileage and fuel usage of vehicles under 3.5T.</p> <p>Data collected over the first three months operation of the biomethane powered CNG Mercedes RCV indicates CO2 emission savings of between 55 and 65% can be expected over the standard vehicle operating on a 5% biodiesel blend.</p> <p>A trial is also currently underway testing an HGV fitted with an onboard hydrogen generator. It is claimed to improve combustion and reduce fuel consumption.</p> <p>Details of recent interventions initiated by Fleet Services and Transport Policy were submitted to the EST's Fleethero award scheme. Leeds' entry made the final shortlist.</p> <p>Detailed actions to reduce CO<sub>2</sub> emissions from fleet vehicles, through both improving efficiency and switching fuels are included within the NI185 Action Plan. This is regularly monitored and reported through the Council Business Plan Action Tracker VP5a with all relevant actions in that plan currently on target. We therefore recommend stopping monitoring this action through Environment Scrutiny.</p>		
--	--	--	--

## Report of the Head of Scrutiny and Member Development

### Report to Scrutiny Board (Sustainable Economy and Culture)

**Date: 1<sup>st</sup> December 2011**

**Subject: Work Schedule**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## 1 Purpose of this report

- 1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the forthcoming municipal year.

## 2 Main Issues

- 2.1 A draft work schedule is attached as appendix 1. The work programme has been provisionally completed pending on going discussions with the Board. The work schedule will be subject to change throughout the municipal year.
- 2.2 Also attached as appendix 2 and 3 respectively are the minutes of Executive Board 12<sup>th</sup> October 2011 and 2<sup>nd</sup> of November 2011 and the Council's current Forward Plan relating to this Board's portfolio.

## 3. Recommendations

- 3.1 Members are asked to:
- Consider the draft work schedule and make amendments as appropriate.
  - Note the Executive Board minutes and Forward Plan

#### **4. Background papers**

4.1 None used



## Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	June	July	August
<b>City Centre Development/Promoting economic growth in the City</b> <i>(Inquiry into how developments in Leeds are bringing skills, and training and jobs to local people)</i> .	Consider potential scope of review SB @ 10am		
<b>Reducing CO2 emissions in the Local Authority Estate</b>	Consider potential scope of review SB @ 10am		
<b>The impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City's transport infrastructure</b>	Consider potential scope of review SB @ 10am	Initial discussion on the West Yorkshire Local Transport Plan and the Leeds Implementation Plan -SB	
<b>The City's cultural development</b> <i>(Inquiry into the engagement of young people in culture, sporting and recreational activities)</i>	Consider potential scope of review SB @ 10am	Agree terms of reference - SB	
<b>Board initiated piece of Scrutiny work (if applicable)</b>  <i>Bowling Pitch Strategy</i>	Consider potential areas of review		
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>			

Key: SB – Scrutiny Board (Sustainable Economy and Culture) Meeting

WG – Working Group Meeting

## Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	September	20 <sup>th</sup> October	1 <sup>st</sup> December
City Centre Development/Promoting economic growth in the City ( <i>Inquiry into how developments in Leeds are bringing skills, and training and jobs to local people</i> ).	Agree Terms of Reference for Inquiry	Evidence gathering –session 1	
Reducing CO2 emissions in the Local Authority Estate			Consider potential areas for Scrutiny
The impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City’s transport infrastructure	Discussion on the Leeds Implementation Plan and determine areas for further Scrutiny		Agree terms of reference for Inquiry
The City’s cultural development ( <i>Inquiry into the engagement of young people in culture, sporting and recreational activities</i> )	Evidence gathering - session 1		Evidence gathering - session 2
Board initiated piece of Scrutiny work (if applicable)  <i>Bowling Pitch Strategy</i>			
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring			

page 1 of 4

## Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	26 <sup>th</sup> January	23 <sup>rd</sup> February	22 <sup>nd</sup> March
City Centre Development/Promoting economic growth in the City ( <i>Inquiry into how developments in Leeds are bringing skills, and training and jobs to local people</i> ).	Evidence gathering – session 2	Evidence gathering – session 3	
Reducing CO2 emissions in the Local Authority Estate			Ref Scoping meeting – Dec 2011 Potential Evidence gathering – Session 1
The impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City's transport infrastructure	Evidence gathering – session 1		Evidence gathering – session 2
The City's cultural development ( <i>Inquiry into the engagement of young people in culture, sporting and recreational activities</i> )		Evidence gathering - session 3 Formulation of recommendations and conclusions	
Budget Update	Quarterly update requested at Scrutiny Board October 2011. Simon Criddle lead officer		
Review of consultation practices within Highways Services		Report requested at Scrutiny Board October 2011. Gary Bartlett lead officer	
Board initiated piece of Scrutiny work (if applicable) <i>Bowling pitch strategy</i>			
Flood Risk Management			Scrutiny of Flood Risk Activities - The Flood & Water Management Act 2010
Budget & Policy Framework Plans			
Recommendation Tracking			
Performance Monitoring	City Priority Plans		

Key: SB – Scrutiny Board (Sustainable Economy and Culture) Meeting

WG – Working Group Meeting

## Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2011/2012 Municipal Year

Area of review	Schedule of meetings/visits during 2011/12		
	19 <sup>th</sup> April	May	
City Centre Development/Promoting economic growth in the City <i>(Inquiry into how developments in Leeds are bringing skills, and training and jobs to local people)</i> .	To consider draft final report		
Reducing CO2 emissions in the Local Authority Estate	Ref Scoping meeting – Dec 2011 Potential Evidence gathering – Session 2 (Scrutiny report July 2012)		
The impact of existing major sources of travel movements within the City, and the plans being made to address the impact of known future developments on the City's transport infrastructure	Evidence Gathering - Session 3 (Scrutiny report July 2012)		
The City's cultural development <i>(Inquiry into the engagement of young people in culture, sporting and recreational activities)</i>	To consider draft final report		
Budget Update	Quarterly update requested at Scrutiny Board October 2011. Simon Criddle lead officer		
Board initiated piece of Scrutiny work (if applicable)			
Budget & Policy Framework Plans <i>Bowling pitch strategy</i>			
Recommendation Tracking			
Performance Monitoring	City Priority Plans		

**Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2011/2012 Municipal Year**

This page is intentionally left blank



**FORWARD PLAN OF KEY DECISIONS**  
**Relating to Sustainable Economy and Culture Scrutiny Board**

1 November 2011 – 29 February 2012





**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 November 2011 to 29 February 2012

<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>Design and Cost Report - ADDITIONAL HIGHWAY STRUCTURES CAPITAL MAINTENANCE, ASSESSMENT AND STRENGTHENING 2011/12 Capital Scheme Number: 99609</p> <p>Authority for the design and implementation of an additional £500,000 of Highway Structures Capital Maintenance and Strengthening works for the 2011/12 financial year, funded from the Integrated Transport Scheme No. 99609 within the approved Capital Programme</p>	<p>Chief Officer (Highways and Transportation)</p>	<p>1/11/11</p>	<p>: Internal, members</p>	<p>Design and Cost Report</p>	<p>carolyn.walters@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>Leeds Local Implementation Plan supporting document for the West Yorkshire Local Transport Team Report requesting authority to:</p> <p>Approval of the supporting document for Leeds setting out details of the strategy and implementation proposals for Leeds included in the West Yorkshire Local Transport Plan.</p>	<p>Chief Officer (Highways and Transportation)</p>	<p>1/11/11</p>	<p>The document sets out issues and proposals that have been consulted on as part of the Local Transport Plan preparation process which has included Members and stakeholders</p>	<p>Delegated decision report</p>	<p>andrew.hall@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><b>Aire Valley Leeds Enterprise Zone</b></p> <ul style="list-style-type: none"> <li>• Executive Board note and agree to:</li> <li>• the proposals to establish an enterprise zone in Aire Valley Leeds and the governance arrangements regarding its operation.</li> <li>• the use of Local Development Orders and that officers start the appropriate consultation process with a view to the secretary of state making a final approval of the orders in January/February 2012.</li> <li>• an injection of fully funded capital resources and authority to spend for the funding and for legal documents to be completed for the installation of a main spine link road.</li> </ul>	<p>Executive Board (Portfolio: Development and the Economy)</p>	<p>14/12/11</p>	<p>City Development and LEP, Plans Panel Members, Ward Members, local communities and stakeholders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>peter.anderson-beck@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>Framework Agreement for the Procuring of fixed play ground equipment including MUGAs, teen shelters and skateboard BMX equipment Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1<sup>st</sup> March 2012 with the option to extend for a further 2 years if so required.</p>	<p>Director of City Development</p>	<p>1/2/12</p>	<p>Parks and Countryside, Procurement Unit.</p>	<p>Tender Returns</p>	<p>Martin Farrington, Director of City Development martin.wright@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>Letting of a Framework Agreement for the Procuring of fixed play ground equipment including Mugas, teen shelters and skateboard BMX equipment</p> <p>Awarding of the Framework Contract for the supply and installation of playground equipment for a period of 3 years from the 1<sup>st</sup> March 2012 with the option to extend for a further 2 years if so required.</p> <p>To agree the awarding of the Framework Contract for the supply and installation of playground equipment.</p>	Director of City Development	6/2/12	Parks and Countryside, Procurement Unit	Tender Returns	martin.wright@leeds.gov.uk

**LEEDS CITY COUNCIL**

**BUDGET AND POLICY FRAMEWORK DECISIONS**

<b>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>
Vision for Leeds	Council	To be confirmed	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Planning, Policy and Improvement)
Council Business Plan	Council	July 2013	Via Executive Board, all Scrutiny Boards	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Sustainable Economy and Culture City Priority Plan	Council	July 2013	Via Executive Board, Scrutiny Board (Sustainable Economy and Culture), Leeds Initiative Board, sustainable Economy and Culture Partnership Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Local Flood Risk Management Strategy	Council		Via Executive Board, Scrutiny Board (Sustainable	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development

Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be considered by Decision Maker	Lead Officer
			Economy and Culture)		

**NOTES:**

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council ( a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.

This page is intentionally left blank



## EXECUTIVE BOARD

WEDNESDAY, 12TH OCTOBER, 2011

**PRESENT:** Councillor K Wakefield in the Chair

Councillors J Blake, M Dobson,  
R Finnigan, S Golton, R Lewis, A Ogilvie  
and L Yeadon

Councillor G Hyde – Substitute Member  
Councillor J Procter – Substitute Member

**86 Substitute Member**

Under the terms of Executive Procedure Rule 2.3, Councillors G Hyde and J Procter were invited to attend the meeting on behalf of Councillors Gruen and A Carter respectively.

**87 Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That the public be excluded from the meeting during the consideration of the following parts of the agenda designated as exempt 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 1 to the report referred to in Minute No. 96 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of any person or company (including the authority holding that information) which may result in prejudicial trading of that company. It is therefore considered that it is not in the public interest to release this information at this time, as this would compromise the Council's position.
- (b) Supplementary Information in the form of correspondence referred to in Minute No. 95 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of any person or company (including the authority holding that information). It is therefore considered that it is not in the public interest to release this information at this time, as this would compromise the Council's position.

**88 Late Items**

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) Correspondence relating to the report entitled, 'Leeds Bradford International Airport – Taxi Access' designated as exempt under Access to Information Procedure Rule 10.4(3) (Minute No. 95 refers).
- (b) A report detailing the outcomes from the Ofsted Inspection into Safeguarding Services and Safeguarding Outcomes for Children and Young People which accompanied the report entitled, 'Findings of the Announced Ofsted Re-Inspection of Safeguarding Services for Children and Young People in Leeds' (Minute No. 103 refers).
- (c) A table detailing the suggested amendments to the Council's response to the Draft National Planning Policy Framework, as resolved by the Development Plan Panel at its meeting on 11<sup>th</sup> October 2011, which was in relation to the report entitled, 'Draft National Planning Policy Framework – Consultation Response' (Minute No. 100 refers).

#### **89 Declaration of Interests**

There were no declarations of interest made at this point in the meeting, however a declaration was made at a later point in the meeting (Minute No. 99 referred).

#### **90 Minutes**

**RESOLVED** – That the minutes of the meeting held on 7<sup>th</sup> September 2011 be approved as a correct record, subject to the following:-

- (a) Reference being made within Minute No. 66 (Leeds Holt Park Wellbeing Centre Project – Submission of the Final Business Case and Execution of the Contract for the new Holt Park Wellbeing Centre) to a request that correspondence be forwarded on behalf of the Council to Greg Mulholland MP in respect of the development.
- (b) With regard to Minute No. 67 (Better Lives for Older People: Future Options for Long Term Residential and Day Care Services), that greater emphasis be placed upon the commitment made during the discussion that residents would not be moved until it was confirmed that they were happy with the alternative accommodation proposed.

### **RESOURCES AND CORPORATE FUNCTIONS**

#### **91 Discretionary Rate Relief for Social Enterprises**

The Chief Officer (Revenues and Benefits) submitted a report which detailed the current guidelines regarding the determination of applications for discretionary rate relief for social enterprises. In addition, the report also proposed amendments which aimed to make the process more transparent, whilst also encouraging increased applications from this sector. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the need to ensure that the approach adopted was as enabling as possible.

**RESOLVED** – That the changes to the Business Rates discretionary relief scheme be approved in order to clarify the criteria by which applications from Social Enterprises will be assessed, and also to increase the maximum level of relief awarded from 50% to 80% in specific cases.

## 92 Welfare Reform Update

The Director of Resources submitted a report providing an update on the Government's proposals regarding Welfare Reform, which included information on current developments in policy and the implications of such developments upon the Council and the citizens of Leeds. In addition, the report also provided information on the consultation process launched by the Department for Communities and Local Government on proposals regarding the replacement of the current Council Tax Benefit scheme with a new localised scheme of support from April 2013. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members welcomed the move to simplify the welfare processes, however, concerns were raised in respect of the disproportionate impact that the proposals could have upon the poorer sections of the community, the lack of incentives which existed in respect of returning people to employment and the intention to pay the rent element of Universal Credit directly to claimants. In addition, concerns were also raised regarding the abolition of Council Tax Benefit and its replacement with a localised scheme of support, with a reduction of 10% in funding for such support and the potential impact upon collection rates, together with the timescales associated with the introduction of the proposed reforms.

The Board considered the specific impact upon a number of case studies provided, and in respect of the implications regarding child protection matters, Members noted that such matters were being picked up by the Child Trust Board.

Members highlighted the need for further update reports to be submitted to the Board, as issues in respect of the proposed welfare reforms developed.

It was requested that stronger emphasis within the final version of the Council's response to the Government's consultation paper was placed upon the unrealistic timescales which had been set in respect of the reforms.

### **RESOLVED -**

- (a) That the updated information detailed within the submitted report be noted.
- (b) That the proposed response to the localisation of support for Council Tax which is to be submitted on behalf of all Group Leaders be noted,

subject to the inclusion of the points raised by the Board during the consideration of this matter.

- (c) That officer-level discussions with West Yorkshire councils be approved, which will explore the scope for commonality in scheme design in relation to localisation of support for Council Tax.
- (d) That a further report on the welfare reform programme be received by the Board in January 2012 which included a strategic plan for preparing for and dealing with the welfare reforms, with further update reports being submitted in the future, as issues in respect of the proposed welfare reforms were developed.

### **93 Financial Health Monitoring 2011/12 - Month 5**

The Director of Resources submitted a report setting out the authority's projected financial health position, after five months of the 2011/12 financial year. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Having responded to Members' questions, the Board welcomed the successful resolution of VAT matters with the HMRC.

#### **RESOLVED –**

- (a) That the projected financial position of the authority after five months of the financial year be noted.
- (b) That the budget adjustments, as detailed within paragraph 3.6.1 of the submitted report, be approved.

### **94 Capital Receipts Incentive Scheme**

The Director of Resources submitted a report setting out a proposal for the establishment of a capital receipts incentive scheme for local areas. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the proposal for localities to retain a proportion of the capital receipts generated in an area and received assurances that existing commitments would be honoured.

#### **RESOLVED –**

- (a) That the establishment of a Capital Receipts Incentive scheme, as set out within section 3 of the submitted report, with effect from April 2012, be approved.
- (b) That a period of consultation with elected Members on the proposed scheme be approved.

## **DEVELOPMENT AND THE ECONOMY**

### **95 Leeds Bradford International Airport - Taxi Access**

Further to Minute No. 217, 18<sup>th</sup> May 2011, the Director of City Development submitted a report providing further information and advice in respect of the provision of taxi access at Leeds Bradford International Airport (LBIA), following the Executive Board's previous consideration of the recommendations arising from the former Scrutiny Board (City Development) inquiry into 'Leeds Bradford International Airport: Provision for Public Hire Taxis'. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Emphasis was placed upon the differing estimates which had been received in respect of the development of a taxi rank on Whitehouse Lane and it was suggested that such figures be submitted to the relevant Scrutiny Board for consideration.

Members highlighted their concerns in respect of the introduction of a £2 charge for all non-contracted vehicles dropping off passengers at the terminal, considered whether the concession made in respect of the increased waiting time within the 'voyager' area had gone far enough and highlighted the extensive costs associated with establishing a rank on Whitehouse Lane. The Board then emphasised the need for the Surface Access Strategy to be progressed in order to address the concerns raised and to ensure that public access to the airport was maximised. In response, Members comments were acknowledged, together with undertaking that discussions in respect of the Airport's Forecourt Management Plan would continue.

Following consideration of supplementary information in the form of correspondence relating to this matter, designated as exempt under Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That the contents of the submitted report, together with the work undertaken to identify a way forward in terms of provision for public hire taxis at Leeds Bradford International Airport be noted.
- (b) That the option detailed within the report to develop a taxi rank on Whitehouse Lane not be progressed at this time, with further work being progressed on the Surface Access Strategy, in order to address the concerns raised during the discussion and also to ensure that public access to the airport was maximised.
- (c) That officers be instructed to liaise with LBIA about the development of their Forecourt Management Plan in order to ensure that the negative impact of current parking arrangements on the highway, especially Whitehouse Lane, are mitigated as part of the process of discharging planning conditions relating to the Airport Terminal Building.

## 96 **Design and Cost Report for Relocation of West Yorkshire Archives, Leeds**

The Director of City Development submitted a report advising of the need to improve storage facilities for Leeds' archives and outlining proposals to relocate the archives from the former Sheepscar Library to the Central Archive Store in Morley. In addition, the report also sought the necessary authority to declare the former Sheepscar Library surplus to requirements together with an injection into the capital programme as a contribution towards the construction works at the Morley site. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The report detailed the following options which had been identified following a feasibility study undertaken by Norfolk Property Services in respect of future archive provision:

- Option 1 – The relocation of the Sheepscar archives only to the Central Archive Store in Morley;
- Option 2 - The relocation of both the Sheepscar and Nortech archives to the Central Archive Store in Morley.

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

### **RESOLVED –**

- (a) That the former library at Sheepscar be declared surplus to requirements.
- (b) That the sale of the Sheepscar property currently housing the archive be agreed, together with the ringfencing of the receipt value, as identified within exempt Appendix 1, to fund works at Morley West Yorkshire Joint Services.
- (c) That the funds detailed in the exempt appendix to the submitted report be injected into the capital programme, as a contribution to fund the adaptation of the premises in Morley.
- (d) That expenditure of the funds, as detailed within the exempt appendix to the submitted report, as a contribution towards the project be authorised.

## 97 **South Bank Planning Statement and City Centre Park**

Further to Minute No. 48, 21<sup>st</sup> July 2010, the Director of City Development submitted a report summarising the results of the consultation exercise undertaken upon the South Bank Planning Statement, providing an update on the proposed changes to the planning statement as a result of such consultation, and seeking approval for the adoption of the document as informal planning guidance for this important area of change within the city centre. In addition, the report also provided an update on the work undertaken on the outline business case to facilitate the delivery of developments in the South Bank, including the new City Centre Park. In determining this matter,

the Board took into consideration all matters contained within the accompanying report.

In responding to enquiries, officers undertook to provide the Member in question with details regarding the number of public car parking spaces which would be lost as a result of the proposed approach.

The Chief Executive suggested that if Government proposals were announced in the future which brought a high speed rail link to the area, then the Board may wish to revisit the issues detailed within the submitted report at this time.

**RESOLVED -**

- (a) That the adoption of the South Bank Planning Statement (October 2011) be approved as informal planning guidance for the area.
- (b) That the future work on the development of an Outline Business Case to assist with the delivery of the City Centre Park on the basis of a phased implementation plan including the potential for a footbridge link to the Sovereign Street area, be noted.

**98 Woodkirk Academy**

The Director of City Development submitted a report detailing of the proposed Heads of Terms for the leasehold disposal at nil consideration of Woodkirk High Specialist Science School to Woodkirk Academy Trust. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED -** That the disposal of Woodkirk High Specialist Science School for the proposed Academy on a 125 year lease at nil consideration be agreed and that the Director of City Development be authorised to agree the final terms.

**99 Planning Applications Highways Issues (White Paper 16)**

Further to Minute No. 52, 27<sup>th</sup> July 2011, the Director of City Development submitted a report responding to the Council resolution of 6<sup>th</sup> April 2011 which requested the Executive Board to instruct the Council's Highways Department to ensure that consultation with Ward Members took place on Planning Applications' highways matters before the Highways Department passed formal comment to Planning Officers. Specifically, the report sought approval of a revised proposal which would ensure that Ward Members' views on highways matters were taken into account before a planning application was determined. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed the proposal detailed within the report and highlighted the importance of Members being afforded the opportunity to be consulted on such matters, with their comments being considered as part of any decision making process.

**RESOLVED** - That in response to the Council resolution of the 6th April 2011, the following revised proposal be agreed:-

- (a) Supplement the existing public consultation on planning applications with the additional notification (by e-mail) for all Ward Members of those planning applications which have been sent to Highways and Transportation for a consultation response, giving them the additional opportunity to raise any highways concerns they may have with the highways officer directly and that Members' concerns be added to the report to be submitted to the relevant Plans Panel.
- (b) That at the end of the three month trial period, a further report be submitted to Executive Board for consideration.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions taken above)

(Councillor Finnigan declared a personal interest in relation to this matter, due to being a member of Plans Panel (East))

#### **100 Draft National Planning Policy Framework - Consultation Response**

The Director of City Development submitted a report inviting consideration of the Council's response to the Draft National Planning Policy Framework (NPPF), which was published on 25 July 2011. The response detailed within the submitted report summarised the key issues from a Leeds perspective, which had arisen from the consultation document and the proposed response. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

A table detailing the suggested amendments made by the Development Plan Panel at its meeting on 11<sup>th</sup> October 2011 to the Council's response to the Draft National Planning Policy Framework was circulated to Board Members at the meeting.

In considering this matter, Members made several comments both in terms of the details within the submitted report and the proposed response. These included:-

- Widening the reference regarding the number of windfall units delivered in Leeds to reflect the figures over the past decade;
- Members highlighted that the draft NPPF did not broadly reflect Council policies and City Priorities;
- Emphasis was placed upon the fact that the NPPF would not simplify and streamline the planning process;
- Members highlighted the lack of recognition made by such an approach towards the diversity of economies which existed across the UK.

**RESOLVED** -

- (a) That the response to the draft National Planning Policy Framework, as set out in the submitted report, be approved subject to the inclusion as



appropriate of the comments which had been made by the Board during the discussion, in addition to those previously made by the Development Plan Panel.

- (b) That the submission, as detailed within the submitted report and subject to resolution (a) above, be endorsed as the City Council's formal response to the national consultation, on an all party basis.
- (c) That the responses, as set out within the consultation questionnaire at Appendix 1 to the submitted report, be approved.
- (d) That the draft letter, as detailed at Appendix 2 to the submitted report, for MPs and relevant parties, be approved, subject to the inclusion as appropriate of the comments which had been made by the Board during the discussion, in addition to those previously made by the Development Plan Panel.
- (e) That a copy of the report be forwarded to the Secretary of State (Communities & Local Government), shadow party spokesmen, Leeds MPs and other relevant organisations including the Local Government Association.

## **ENVIRONMENTAL SERVICES**

### **101 Leeds Home Insulation Scheme**

The Director of Environment and Neighbourhoods submitted a report providing an update on the development of the Home Insulation Scheme and outlining the impact of changing policies upon the Council's previous proposed approach. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the proposed resource which had been allocated towards this scheme and discussed those sections of the community which may benefit the most from being prioritised recipients.

The report presented the following five options to progress the initiative and sought approval of the option which would offer free insulation across the whole city, supported by marketing campaigns targeting excluded people and disadvantaged geographies:

- Option 1 – Development of the scheme as initially planned (free cavity wall and loft insulation for all private homes regardless of income level, to be delivered over 3-4 years by the Council);
- Option 2 – To stop the insulation scheme entirely;
- Option 3 – Procurement of a partner through DEEP to offer discounted insulation, with no free insulation;
- Option 4 – Procurement of a partner through DEEP to offer free insulation only in selected wards (with door to door marketing to areas with good technical potential), with the offer of discounted insulation to all other Wards;

- Option 5 – Procurement of a partner through DEEP to offer free insulation across the whole of Leeds. Door to door marketing for selected neighbourhoods with good technical potential in more deprived Wards, backed up by a campaign across the city.

#### **RESOLVED –**

- (a) That Option 5, to offer free loft and cavity wall insulation to all private sector households across the whole city, supported by marketing campaigns targeting excluded people and disadvantaged geographies, be supported.
- (b) That the Leeds Neighbourhood Index combined with a high level assessment of insulation potential be used to prioritise Wards for door-to-door marketing campaigns, but to exclude technically unsuitable areas from intensive marketing in order to avoid falsely raising expectations.
- (c) That the outcome of the current Leeds City Region DEEP tender process be used to award a contract to the highest scoring bidder to manage and deliver the Home Insulation Scheme.
- (d) That the cavity wall and loft insulation offer be supplemented with a scheme providing solid wall insulation in some of the most deprived areas via the Community Energy Saving Programme, if suitable areas can be found.
- (e) That £1,000,000 of the existing budget be moved to 2012/13.
- (f) That work be undertaken with Leeds City Region authorities, in order to develop a follow up Green Deal/Energy Company Obligation (ECO) scheme to be available from 2013.

#### **NEIGHBOURHOODS, HOUSING AND REGENERATION**

##### **102 Submission to Homes and Communities Agency 2011-2015**

The Director of Environment and Neighbourhoods submitted a report advising of the development and review of the Leeds Housing Investment Plan (LHIP), together with its purpose and priorities. In addition, the report specifically sought approval of the investment priorities, as set out within the Plan. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members received responses to enquiries raised regarding the proposed provision for Gypsy and Travellers. Discussion was also had in relation to the term 'New East Leeds' and it was undertaken that clarity on this matter would be provided.

Copies of the LHIP had been provided to Board Members for their information, prior to the meeting.

**RESOLVED** - That the investment priorities set out within the Leeds Housing Investment Plan, as highlighted within sections 4 and 5 of the submitted report, be approved.

### **CHILDREN'S SERVICES**

#### **103 Findings of the Announced Ofsted Re-Inspection of Safeguarding Services for Children and Young People in Leeds**

The Director of Children's Services submitted a report presenting the findings of the announced Ofsted re-inspection of safeguarding services for children and young people in Leeds, which followed an on-site inspection that took place between 12<sup>th</sup> and 16<sup>th</sup> September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following its publication on 10<sup>th</sup> October 2011, Board Members were provided with the Ofsted report which detailed the results from the inspection undertaken in respect of Safeguarding Services and Safeguarding Outcomes for Children and Young People.

On behalf of the Board, the Chair and the Executive Member for Children's Services paid tribute to, and expressed their gratitude to all of those who had contributed towards the positive outcomes from the Ofsted Inspection, paying particular attention to the determination shown by all concerned and the cross party support which had been given. Members acknowledged that such good work needed to continue in order to ensure that the city's aspirations in respect of Children's Services were achieved.

**RESOLVED** – That the contents of both the submitted report and the Ofsted announced inspection report, as circulated to Board Members following its publication, be noted.

#### **104 DESIGN AND COST REPORT: ROUNDHAY HIGH SCHOOL TECHNOLOGY AND LANGUAGE COLLEGE: PRIMARY ACCOMMODATION**

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of an all-through school development for Roundhay School Technology & Language College and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to an enquiry, officers undertook provide the Ward Member in question with details in respect of the consultation which took place with local residents in relation to this matter.

#### **RESOLVED -**

- (a) That the capital proposals outlined within the submitted report for additional primary school age accommodation as part of an all-through

school development for Roundhay School Technology & Language College be approved.

- (b) That authorisation be given to the programme expenditure of £4,430,200 from capital scheme number 15822/ROU/000.

**105 DESIGN AND COST REPORT: WYKEBECK PRIMARY SCHOOL: PRIMARY ACCOMMODATION**

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of Wykebeck Primary School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- a) That approval be given to proceed with works to provide additional education accommodation at Wykebeck Primary School at an estimated total cost of £1,584,330.
- b) That approval be given to inject a receipt into the approved capital programme, for the sum of £438,000.
- c) That authority be given to incur expenditure of £1,584,330 from capital scheme number 15822/WYK/000.

**106 DESIGN AND COST REPORT: BRACKEN EDGE PRIMARY SCHOOL: PRIMARY ACCOMMODATION**

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation at Bracken Edge Primary School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That approval be given to proceed with works to provide additional accommodation at Bracken Edge Primary School at an estimated total cost of £936,040.
- (b) That programme expenditure of £936,040 from capital scheme number 15822/BRA/000 be authorised.

**107 DESIGN AND COST REPORT: CARR MANOR HIGH SCHOOL: PRIMARY ACCOMMODATION**

The Director of Children's Services submitted a report seeking approval of the capital proposals for additional primary school age accommodation as part of an all-through school development for Carr Manor High School and to incur the related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That the capital proposals outlined within the submitted report for additional primary school age accommodation as part of an all-through school development for Carr Manor High School be approved.
- (b) That programme expenditure of £2,574,130 from capital scheme number 15822/CAM/000 be authorised.

**108 Admissions Round 2011**

The Director of Children's Services submitted a report providing statistical information regarding admissions into Reception and Year 7 for September 2011, entry into Junior school, in addition to the co-ordination of in-year transfers. In addition, the report presented the findings of a survey undertaken on why parents choose particular schools, and their views on the choices which were made available to them. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –** That the statistical information on the Admissions round, as presented within the submitted report, be noted, including the following:-

- The percentage of first preferences achieved was 85.4%, with 95.3% achieving one of their three preferences.
- The increasing number of primary appeals, and the further 6% improvement in the successful defence of in year appeals.
- The continued increase in use of the online application system with 70% of parents now choosing to apply online (up from 44% last year).

**LEISURE****109 Home Farm, Temple Newsam**

Further to Minute No. 17, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report advising of the principal changes that were proposed by the Parks and Countryside Service regarding the operation of Home Farm, Temple Newsam, in light of the decision taken by full Council to include a saving of £100,000 from reductions in ancillary farming activities. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members discussed issues including the budgetary savings which were to be made in respect of ancillary farming activities, stock numbers and rotation, the Scrutiny Board recommendations which had been made in respect of the farm, processes in place for the purchasing of tickets and the farming methods proposed.

In response to enquiries, officers offered to provide the Member in question with a briefing regarding the reduction of costs, staffing matters and the achievement of savings.

**RESOLVED –** That the following be approved:-

- (a) The rationalisation of the current farming operations to Temple Newsam Estate only.

- (b) The rationalisation of non minority rare breed stock and store animals, whilst maintaining minority rare breeds and a marginal stock of visitor friendly breeds.
- (c) The reduction in supplies and services and bespoke agricultural plant and machinery.
- (d) The implementation of a farm staff restructure, based on the principles outlined within section 3.8.1 of the submitted report.

**110 Long Term Burial Supply in the North East of the City and Design Cost Report for Scheme Revised Whinmoor Grange Informal Planning Statement**

Further to Minute No. 231, 18<sup>th</sup> May 2011, the Director of City Development submitted a report informing Executive Board of the issues raised, and the conclusions drawn, from the consultation exercise undertaken on the Draft Informal Planning Statement for Whinmoor Grange. In addition, the report sought approval of the revised Informal Planning Statement as a guide to future potential development proposals for the site, in addition to the incurring of related expenditure. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

The Board received an update in respect of the proposals regarding the site at Elmete. Following an enquiry, officers undertook to provide the Member in question with details of the specific timescales regarding the proposed development of the site.

In considering the associated consultation process, Members were verbally provided with details of comments which had been raised by relevant Ward Members in respect of the proposals and discussed the process by which Ward Member consultation had been conducted.

The Board noted the comments which had been made in respect of related highways issues and highlighted that such matters would be considered as appropriate in due course.

**RESOLVED -**

- (a) That the contents of the submitted report, including the outcome from the consultation undertaken on the Draft Planning Statement be noted.
- (b) That the revised Informal Planning Statement be approved as a guide to future potential development proposals for the Whinmoor Grange site.
- (c) That approval be given to incur expenditure of £358,753 from scheme 'Cemetery Exts City Wide 1358/WHM' for construction works in relation to the development of a 5 acre multi faith cemetery at Whinmoor.

**DATE OF PUBLICATION:** 14<sup>TH</sup> OCTOBER 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 21<sup>ST</sup> OCTOBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 24<sup>th</sup> October 2011)

This page is intentionally left blank



## EXECUTIVE BOARD

**WEDNESDAY, 2ND NOVEMBER, 2011**

**PRESENT:** Councillor K Wakefield in the Chair

Councillors J Blake, A Carter, M Dobson,  
R Finnigan, S Golton, P Gruen, R Lewis,  
A Ogilvie and L Yeadon

**111 Exempt Information - Possible Exclusion of the Press and Public**

**RESOLVED** – That the public be excluded from the meeting during the consideration of the following parts of the agenda designated as exempt 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 1 and Plan 2 to the report referred to in Minute No. 119 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of a particular person and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations with the Developer, it is not in the public interest to disclose this information at this point in time.
- (b) Appendices B and C to the report referred to in Minute No. 123 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that they contain commercially sensitive information on the City Council's approach towards procurement issues, and commercially sensitive pricing and information about the commercial risk position of bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

**112 Late Items**

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) An addendum to the report entitled, 'Informal Consultation on Housing Growth' (Minute No. 118 refers).
- (b) Correspondence received on 31<sup>st</sup> October 2011 regarding the report entitled, 'Response to Leeds Owl Trail Deputation' (Minute No. 127 refers).

- (c) Correspondence received on 1<sup>st</sup> November 2011 regarding the report entitled, 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' (Minute No. 122 refers).

### 113 Declaration of Interests

Councillors Wakefield, R Lewis, Golton, Gruen, Ogilvie, Blake, Dobson and Yeadon all declared personal interests in the agenda item entitled, 'Leeds Initiative Sub Board Arrangements', due to their respective memberships of Leeds Initiative Boards and Partnerships (Minute No. 138 referred).

Councillors R Lewis, Finnigan and Ogilvie all declared personal interests in the agenda item entitled, 'ALMO Review Update', due to their respective memberships of ALMO Boards and Panels (Minute No. 124 referred).

Councillors Finnigan and Gruen both declared personal interests in the agenda items entitled, 'Land at Thorpe Park, Colton', 'Residual Waste Treatment PFI Project – Response to Leeds Friends of the Earth Deputation' and 'Waste Solution for Leeds – Residual Waste Treatment PFI Project', due to respective memberships of Plans Panel (East) (Minute Nos. 119, 122 and 123 referred).

A further declaration of interest was made at a later point in the meeting (Minute No. 124 referred).

### 114 Minutes

**RESOLVED** – That the minutes of the meeting held on 12<sup>th</sup> October 2011 be approved as a correct record.

### 115 Matters Arising from the Minutes

#### Minute No. 101 – Leeds Home Insulation Scheme

Responding to Members' enquiries, the Executive Member for Environmental Services provided the Board with an update in respect of the ongoing work being undertaken on the Home Insulation Scheme.

### **DEVELOPMENT AND THE ECONOMY**

### 116 Deputation to Council 14th September 2011 - Residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds 12

The Director of City Development submitted a report responding to the issues and concerns raised by the deputation to Council on 14<sup>th</sup> September 2011 from residents of Farnley and Wortley opposing the supermarket development at Stonebridge Mills, Stonebridge Lane, Leeds. In addition, the report provided an update on further planning applications received in respect of the site which were to be considered by Plans Panel in due course. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the contents of the submitted report be noted.

### 117 **Director's Response to Report by Scrutiny Board (Regeneration) on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report setting out the response to the recommendations arising from the recent Scrutiny Board (Regeneration) inquiry undertaken into issues associated with housing growth. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Councillor J Procter, the Chair of the Scrutiny Board (Regeneration) attended the meeting to present the Board's findings, and highlighted several of the Board's recommendations. With regard to recommendation 4, emphasis was placed upon the fact that this recommendation was intended to refer to the production of monitoring data.

Members thanked the Scrutiny Board and officers involved for the detailed Inquiry report.

Consideration was given to recommendation 10 of the Scrutiny Board Inquiry report that 80% of the income raised through the Community Infrastructure Levy (CIL) be ring fenced for the benefit of local communities, and whether this level was appropriate.

In responding to enquiries regarding recommendation 6, it was acknowledged that a review would be undertaken in respect of this matter and the outcome reported back to the Scrutiny Board (Regeneration).

Further to Members' queries regarding the preparation of the Core Strategy and the associated resource implications, assurance was provided that good progress had been made on the Core Strategy, and a draft would be available in the new year.

#### **RESOLVED –**

- (a) That the Scrutiny Board's report be welcomed as a valuable contribution to the housing growth debate.
- (b) That the recommendations of the Scrutiny Board arising from the inquiry (including recommendation 4 on the basis that it relates to the production of monitoring data) be agreed, with the exception of recommendation 10, with a further report being submitted to the Board in December 2011 in respect of issues arising from recommendation 10.
- (c) That the conclusions arising from the Scrutiny Board inquiry and the Housing Growth Consultation, as detailed at paragraph 4.1 of the submitted report, be endorsed.

### 118 **Informal Consultation on Housing Growth**

Further to Minute No. 22, 22<sup>nd</sup> June 2011, the Director of City Development submitted a report outlining proposals regarding a set of draft housing growth principles for incorporation into the Core Strategy. In determining this matter,

the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of an addendum detailing comments received on the draft housing principles had been circulated to Board Members for their consideration at the meeting.

Members raised concerns in relation to land banking and regeneration issues, which they felt were not fully addressed in the report. It was agreed that land banking issues should continue to be highlighted with central Government.

**RESOLVED –**

- (a) That the outcome of the informal consultation undertaken on housing growth be noted.
- (b) That the inclusion of appropriate principles within the Council's Core Strategy be supported.
- (c) That a further report be submitted to Executive Board in July/August 2012 in order to review the progress made.

**119 Land at Thorpe Park, Colton, Leeds**

The Director of City Development submitted a report detailing a number of development opportunities in East Leeds which would provide major commercial and housing economic growth opportunities for the City. In addition, the report sought approval to enter into an agreement with the Developer, as detailed within the submitted report, in order to facilitate part of this future development. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Following consideration of Appendix 1 and Plan 2 to the submitted 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 approval be given to the Council entering into a land agreement with the Developer, as detailed within the submitted report, on the terms set out within the exempt appendix to the report, with the necessary authority being delegated to the Director of City Development and City Solicitor to approve any amendment to these terms.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken above.)

**120 Economic Growth Strategy**

The Director of City Development submitted a report presenting for approval a new Economic Growth Strategy for the City, which was appended to the submitted report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That the Economic Growth Strategy for the City, as appended to the submitted report, be approved.
- (b) That further reports be submitted to Executive Board regarding progress on the delivery of the Economic Growth Strategy.

**121 Developing a Response to Neighbourhood Planning in Leeds**

The Assistant Chief Executive (Customer Access and Performance) and the Director of City Development submitted a joint report providing an overview in respect of neighbourhood planning provision, and highlighting the significant level of political interest and local debate which was currently occurring on this matter in many parts of the city. In addition, the report acknowledged the need to begin the development of a corporate response in line with the city's aspirations in order to help achieve the Council's strategic objectives in this area. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the areas chosen for the pilot bids and the criteria which had been used, as well as the lessons that could be learned from the pilot process. Concerns were raised regarding the potential resource implications arising from such neighbourhood planning initiatives in the future.

**RESOLVED –**

- (a) That the submission of four pilots bids for Kippax, Otley, Boston Spa and Holbeck by the 4<sup>th</sup> November 2011 deadline be endorsed.
- (b) That the proposal to support on a pro-active basis, work within other parish and town councils and neighbourhood forums in order to help build capacity at a local level and help inform the site allocation process, be endorsed.
- (c) That Central Government be lobbied about the funding and resource implications arising from the neighbourhood planning process and associated referenda.
- (d) That the need for the Council to further consider the required arrangements for supporting the preparation of neighbourhood plans be noted.

(The matters referred to in this minute were not eligible for Call In, due to the 4<sup>th</sup> November 2011 submission deadline for the bids regarding neighbourhood planning frontrunner funding.)

**ENVIRONMENTAL SERVICES****122 Residual Waste Treatment PFI Project - Response to Leeds Friends of the Earth Deputation**

The Director of Environment and Neighbourhoods submitted a report providing a response to the issues raised by Leeds Friends of the Earth (FoE)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 14th December, 2011

as part of the deputation presented to the Council meeting of 14<sup>th</sup> September 2011 entitled, "Why Leeds should not be chained to Waste Incineration?". In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration at the meeting.

**RESOLVED** – That the contents of the submitted report and its appendices, be noted.

**123 Waste Solution for Leeds - Residual Waste Treatment PFI Project**

Further to Minute No. 194, 12<sup>th</sup> February 2010, the Director of Environment and Neighbourhoods submitted a report providing Members with an update on the progress of the Residual Waste Treatment PFI Project since the last Executive Board update at the Detailed Solution Stage in February 2010, and advised on the outcome of evaluation of tenders received in respect of the Project. The report also identified the proposed, preferred bidder and requested authority to proceed to the Preferred Bidder stage, and described the programme and issues going forward into the preferred bidder and post contract signature stages. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to comments received regarding the possibility of increasing recycling targets, it was agreed that a report would be submitted to the Executive Board meeting in December 2011 regarding the Council's recycling strategy.

Both appendices B and C to the submitted report were designated as exempt under Access to Information Procedure Rule 10.4(3). Due to its confidential nature, appendix C was tabled and retrieved at the meeting. Following the consideration in private of both exempt appendices at the conclusion of the meeting, it was

**RESOLVED –**

- (a) That the contents of the submitted report, including its appendices, be noted.
- (b) That the revised price ceiling be noted.
- (c) That the outcome of the evaluation of tenders be noted.
- (d) That authority be given to proceeding to the Preferred Bidder Stage, including the formal appointment of the preferred bidder.
- (e) That a report be submitted to the December 2011 meeting of Executive Board regarding the Council's recycling strategy.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions taken above.)

## **NEIGHBOURHOODS, HOUSING AND REGENERATION**

### **124 ALMO Review Update**

Further to Minute No. 111 of the Executive Board meeting held on 3<sup>rd</sup> November 2010, the Director of Environment and Neighbourhoods submitted a report providing an update on the progress made regarding the implementation of the key reforms to the 3 ALMO model in Leeds. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, assurance was provided that should there be a change in the decision making status of the Strategic Governance Board, this matter would be referred to Executive Board for approval. A response was also provided to a query regarding the progress made in delivering efficiencies of 2.5% through the creation of a shared service centre.

**RESOLVED** – That the progress made regarding the implementation of the key reforms to the ALMO model in Leeds be noted.

(Councillor Blake declared a personal interest in this item as a Board member of BITMO.)

## **CHILDREN'S SERVICES**

### **125 Children's Services Improvement Update Report (November 2011)**

The Director of Children's Services submitted a report providing an update on the improvement activity that was continuing across Children's Services in Leeds. The report particularly focussed upon improvement and inspection activity, together with a summary on the ongoing work to transform Children's Services. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of achieving consistency between the Cluster Partnerships, and in support of this it was proposed that a forum be set up for elected Members appointed to Cluster Partnerships.

On behalf of the Board, the Chair paid tribute to the Executive Member for Children's Services and the officers who had contributed to the improvements in partnership and locality working.

**RESOLVED** –

- (a) That the contents of the submitted report be noted, in light of the Ofsted inspection report considered at the Board's October 2011 meeting.

- (b) That the continuing direction of travel across Children's Services in Leeds be supported, as it comes to the end of the period of the government Improvement Notice.

**126 Progress Report on the Leeds Education Challenge**

The Director of Children's Services submitted a report summarising the progress made in establishing the Leeds Education Challenge (LEC). In addition, the report also provided a summary of the progress made and outlined the proposals for the next steps in developing and implementing the challenge, particularly in respect of the establishment of a Leeds Education Challenge Board and the proposed strategy to implement the LEC. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED** – That the progress made to date on the Leeds Education Challenge be noted, whilst support be given to the proposals for future developments and the direction of such developments.

**LEISURE**

**127 Response to Leeds Owl Trail Deputation**

The Director of City Development submitted a report responding to the Deputation to Council made by the Leeds Owl Trail on 14<sup>th</sup> September 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Supplementary information in the form of correspondence received from the deputation had been circulated to Board Members for their consideration prior to the meeting.

In responding to Members' comments regarding the supplementary information submitted by the deputation, the Director of City Development advised that a response had been prepared. It was agreed that the response would be shared with Executive Board Members in order to determine whether further consideration should be given to this issue.

**RESOLVED** – That the response to the deputation, as detailed within the submitted report, be noted.

**128 Design & Cost Report for the development of new changing rooms and associated facilities at Middleton Leisure Centre**

The Director of City Development submitted a report which sought to bring together funding from the Sharpe Lane 106 scheme, Transforming Day Opportunities for Adults with Learning Disabilities programme and various revenue contributions, in order to deliver improvements to the facilities at Middleton Leisure Centre, as referred to within the 2011/12 revenue budget report. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members highlighted the positive effect of joint working on this initiative.



**RESOLVED –**

- (a) That approval be given to the utilisation of £455,300 from the Sharpe Lane Section 106 scheme and authority to spend £125,000 from the Transforming Day Opportunities for Adults with Learning Disabilities Programme (both of which already had Executive Board approval for injection into the capital schemes, with the authority to spend already being agreed for the section 106 funding).
- (b) That approval be given to an injection into the capital programme together with the authority to spend £158,000, comprising prudential borrowing of £115,000 and revenue contributions of £43,000.
- (c) That it be noted an additional funding bid has been submitted to the Sport England Inspired Facilities Fund for a further £145,000, in order to fund entrance, reception and studio works, together with additional sports equipment provision, making a proposed total scheme of £883,300 on the development of changing facilities, an Adult Social care area, improved heating system, car park and the demolition of the disused swimming pool.

**129 Lotherton Estate Consultation Update**

Further to Minute No. 35, 27<sup>th</sup> July 2011, the Director of City Development submitted a report advising of the outcomes arising from the public consultation exercise undertaken in respect of Lotherton Hall Estate and how such consultation had been used to refine the proposals for the Estate as previously considered by the Board. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

In responding to comments made on the high number of price points in place at the Lotherton Estate, Members noted that a review of pricing structures was being undertaken in relation to such facilities across Leeds.

**RESOLVED –** That the new pricing structure, as detailed within the submitted report, be approved.

**ADULT HEALTH AND SOCIAL CARE****130 The Government's Blue Badge reform programme - introduction of an administration charge for the issue of a blue badge**

The Assistant Chief Executive (Customer Access and Performance) and the Director of Adult Social Care submitted a joint report informing of the main changes brought about by the Government's National Reform Programme to the Blue Badge disabled parking scheme, advising of the forthcoming changes to legislation in respect of the issuing of Blue Badge Disabled Parking Permits and recommending several proposals in light of such changes. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Further to queries raised, confirmation was received that the Council would not profit from the revised arrangements.

Regarding the new systems, concerns were raised in relation to their readiness, the associated implementation timescales, and the limited opportunity for testing.

**RESOLVED –**

- (a) That the changes to the Blue Badge Disabled Parking Permits Scheme be noted.
- (b) That approval be given to the introduction of an administration charge of £10 from 1<sup>st</sup> January 2012 for the issuing of each Blue Badge permit, as a result of the additional costs being incurred by the Council, with a £5 concessionary charge for lost/stolen badges, and no charge for children up to the age of 16, terminally ill people, war pensioners or armed forces personnel.
- (c) That a report be submitted to a future meeting of the Board regarding the revised process and its resource implications.

**RESOURCES AND CORPORATE FUNCTIONS**

**131 Response to the Deputation to Council by the Leeds Fairtrade Steering Group**

The Director of Resources submitted a report providing a response to the deputation made to full Council on 14<sup>th</sup> September 2011 by the Leeds Fairtrade Steering Group. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

**RESOLVED –**

- (a) That the good work already undertaken by the Council in support of fairtrade be noted.
- (b) That the city's application to retain its status as a 'Fairtrade City' be supported.
- (c) That appropriate officers, including representation from the communications and marketing team, engage with the steering group to develop promotional activities further.

**132 Financial Health Monitoring 2011/12 - Month 6**

The Director of Resources submitted a report setting out the Council's projected financial health position for 2011/12 at the half year stage of the financial year. The report included a section on the financial performance of other key financial indicators, including Council tax collection and the payment of creditors. The report also reviewed the position of the budget after six months and commented upon the key issues impacting on the overall achievement of the budget for the current year. In determining this matter, the

Board took into consideration all matters contained within the accompanying report.

Members received an update on the position relating to the fees paid to Leeds independent sector residential and nursing care homes.

The Director of Resources also provided an update on matters relating to ongoing claims with HMRC.

**RESOLVED** – That the projected financial position of the authority after six months of the financial year be noted.

### **133 Capital Programme Update 2011-2014**

The Director of Resources submitted a report providing an update on the capital programme position for 2011/12 as at September 2011. The report included an update of capital resources, a summary of schemes which had been upgraded from 'Amber' status to 'Green' since the first quarter report, and provided a summary of progress made on some major schemes. In addition, the report sought specific approvals to allow some schemes to progress. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

#### **RESOLVED –**

- (a) That the latest position on the general fund and Housing Revenue Account (HRA) capital programmes be noted.
- (b) That the transfer of schemes from the Amber to the Green programmes, as set out within section 3.4 of the submitted report, be noted.
- (c) That the promotion of £400,000 from the reserved programme to the funded capital programme for works at Kirkgate Market, funded by a release from the capital contingency scheme, be approved.
- (d) That the injection into the capital programme of £738,700, funded by unsupported borrowing, for the demolition of surplus properties be approved.
- (e) That the reallocation of £3,510,000 from the Building Schools for the Future (BSF) programme to the capital contingency scheme, earmarked for Primary Basic Need and Children's Homes, be approved.
- (f) That the extension in the use of the existing capital programme provision for fire risk works to include asbestos removal works, be approved.
- (g) That the use of resources to develop the Assistive Technology Hub, as outlined within paragraph 3.5.5 of the submitted report, be approved.

- (h) That a release from the capital contingency scheme of £290,000 to re-provide the Millennium Square screen be approved.

**134 Treasury Management Strategy Update 2011/12**

The Director of Resources submitted a report providing a review and update of the Treasury Management Strategy for 2011/12, which was approved by the Board in February 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members were provided with details on the potential effect of the proposed changes to the Housing Subsidy system, further to queries raised.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2011/2012 be noted.

**135 Local Government Resource Review Consultation**

The Director of Resources submitted a report advising of the progress made in respect of the Local Government Resource Review and providing details of the consultation response submitted by the Council on 24<sup>th</sup> October 2011. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members considered the potential impact of the changing arrangements for Leeds and the other West Yorkshire authorities. Concerns were raised in relation to the timescales relating to the implementation of the review, and the need to introduce safeguards to take account of global economic uncertainty.

**RESOLVED** –

- (a) That the details of the response submitted to Department for Communities and Local Government (DCLG) be noted.
- (b) That officers be authorised to continue dialogue with DCLG and others in order to improve and refine the proposals.

**136 Large Casino - Approval of revised Gambling Act 2005 Statement of Licensing Policy 2010-2012**

The Director of Resources submitted a report presenting the revised Gambling Act 2005 Statement of Licensing Policy which contained a statement of the principles the Council would apply when making the determination of the large casino licence. In addition, the report also presented the Consultation Report which was the proposed Council response to the public consultation on the large casino section in the Policy, and the draft application pack. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Copies of the revised Gambling Act 2005 Statement of Licensing Policy and the related Consultation Report had been provided to Board Members for their information, prior to the meeting.

**RESOLVED** - That having considered the revised Gambling Act 2005 Statement of Licensing Policy 2010-2012, together with the consultation report as the Council's response to the public consultation exercise, both documents be referred to Scrutiny Board (Resources and Council Services) for consideration.

(The matters referred to in this minute were not eligible for Call In, as the development of a Policy under the Gambling Act 2005 is a matter reserved to Council.)

**137 Changing the Workplace - Development of the City Centre One Stop Design and Cost Report**

Further to Minute No. 40, 27<sup>th</sup> July 2011, the Director of Resources and the Assistant Chief Executive (Customer Access and Performance) submitted a joint report providing an update on proposals to improve and modernise customer services delivered by Leeds City Council through the delivery of a single integrated one stop in the city centre. In addition, the report sought approval to spend £1,027,000 for delivery of the project. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members emphasised the importance of maintaining a face to face provision in respect of such services.

**RESOLVED** – That expenditure of £1,027,000 to deliver phase 1 of the integrated city centre one stop at 2 Great George Street, as detailed within the submitted report, be approved.

**138 Leeds Initiative Sub-Board Arrangements**

The Assistant Chief Executive (Customer Access and Performance) submitted a report which sought to establish a framework for the creation of sub-boards to support the work of the five Leeds Initiative Strategic Partnership Boards. In determining this matter, the Board took into consideration all matters contained within the accompanying report.

Members raised several concerns in respect of matters regarding regeneration governance arrangements for East Leeds, and in response a detailed discussion ensued. In conclusion, it was recommended that a report be submitted to a future Executive Board meeting in order to provide clarity on such matters.

**RESOLVED** –

- (a) That the arrangements for the creation and cessation of Leeds Initiative sub board arrangements be endorsed.
- (b) That a further report be submitted to Executive Board in order to provide clarity in respect of the governance arrangements for South, East and West Leeds.

**DATE OF PUBLICATION:** 4<sup>TH</sup> NOVEMBER 2011

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 11<sup>TH</sup> NOVEMBER 2011 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 14<sup>th</sup> November 2011)