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## SCRUTINY BOARD (HOUSING AND REGENERATION)

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Meeting to be held in Civic Hall, Leeds, LS1 1UR on  
Tuesday, 25th June, 2013 at 10.00 am

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

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### MEMBERSHIP

#### Councillors

B Atha Kirkstall;  
D Collins Horsforth;  
J Cummins Temple Newsam;  
P Grahame Cross Gates and  
Whinmoor;  
M Iqbal City and Hunslet;  
S Lay Otley and Yeadon;  
V Morgan Killingbeck and Seacroft;  
D Nagle Rothwell;  
J Procter (Chair) Wetherby;  
C Towler Hyde Park and  
Woodhouse;  
G Wilkinson Wetherby;

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

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# A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</b></p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b></p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p><b>MINUTES - 30TH APRIL 2013</b></p> <p>To confirm as a correct record, the minutes of the meeting held on 30<sup>th</sup> April 2013.</p>	1 - 8
7			<p><b>SCRUTINY BOARD TERMS OF REFERENCE</b></p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the Board's terms of reference.</p>	9 - 22
8			<p><b>CO-OPTED MEMBERS</b></p> <p>To receive a report from the Head of Scrutiny and Member Development on the appointment of co-opted Members to Scrutiny Boards.</p>	23 - 28
9			<p><b>2012/13 QUARTER 4 PERFORMANCE REPORT</b></p> <p>To consider a report of the Deputy Chief Executive summarising the quarter 4 performance data relevant to the Scrutiny Board.</p>	29 - 44

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p><b>SOURCES OF WORK</b></p> <p>To receive a report of the Head of Scrutiny and Member Development on potential sources of work for the Scrutiny Board.</p>	45 - 132
11			<p><b>INQUIRY TO CONSIDER STUDENT ACCOMMODATION - DRAFT TERMS OF REFERENCE</b></p> <p>To consider a report of the Head of Scrutiny and Member Development on draft terms of reference for an inquiry on student accommodation in the city.</p>	133 - 140
12			<p><b>WORK SCHEDULE</b></p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	141 - 146
13			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Tuesday, 30<sup>th</sup> July 2013 at 10.00am (Pre-meeting for all Board Members at 9.30am)</p>	

# Agenda Item 6

## SCRUTINY BOARD (HOUSING AND REGENERATION)

TUESDAY, 30TH APRIL, 2013

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

Councillors B Atha, D Collins, J Cummins,  
P Grahame, S Lay, V Morgan, D Nagle,  
C Towler, B Urry and G Wilkinson

### 111 Chair's Opening Remarks

The Chair welcomed everyone to the April meeting of the Scrutiny Board (Housing and Regeneration).

As this was the last meeting within the current Municipal Year, the Chair thanked Board Members, officers and other witnesses for their contributions and support during the past year.

He also informed the meeting that Mr S Robinson, Governance Services would be leaving the Council on the Early Leavers Initiative at the end of May after 40 years service. Board Members conveyed their best wishes to Mr Robinson.

### 112 Late Items

There were no late items of business to consider, however the Chair agreed to accept the following as supplementary information:-

- Student Housing – Revised report of the Chief Planning Officer (Agenda Item 8) (Minute 118 refers)
- Engagement with Owners of Retail Units in the City Centre (Agenda Item 9) (Minute 120 refers)
- City Priority Plan Review Timeline – Report of the Assistant Chief Executive (Planning, Policy and Improvement)(Agenda Item 11)(Minute 121 refers)
- Work Schedule – Executive Board minutes of the meeting held on 23<sup>rd</sup> April 2013 (Agenda Item 12)(Minute 122 refers)

The documents were not available at the time of the agenda despatch, but subsequently made available to the public on the Council's website.

### 113 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary and other interests declared at the meeting.

### 114 Apologies for Absence and Notification of Substitutes

An apology for absence was received on behalf of Councillor M Iqbal.

Notification had been received for Councillor B Urry to substitute for Councillor M Iqbal.

Draft minutes to be approved at the meeting  
to be held on Date Not Specified

**115 Resignation of Co-opted Member**

The Head of Scrutiny Support and Member Development submitted a report informing the Board of the receipt of the resignation of Mr George Hall as Co-opted Member to the Scrutiny Board.

**RESOLVED –**

- a) That this Board notes the resignation of Mr George Hall as a Co-opted Member to the Board as set out in the report.
- b) That on behalf of the Board, the Principal Scrutiny Adviser be requested to write to Mr Hall expressing their thanks to him for his contribution to the work of this Scrutiny Board and that of the former Scrutiny Board (Regeneration) in 2011/12.

**116 Minutes - 26th March 2013**

**RESOLVED** – That the minutes of the meeting held on 26<sup>th</sup> March 2013 be approved as a correct record.

**117 Matters Arising from the Minutes**

- a) Scrutiny Inquiry – Strategic Partnership Boards (Minute 107 refers)  
The Principal Scrutiny Adviser informed the meeting that the Board's minute and resolution on this issue would be reported to the Housing and Regeneration Strategic Partnership Board in June 2013.

**118 Student Housing**

The Director of City Development submitted a revised report which explored issues underpinning the preparation of a new planning policy for student housing development in the city and listed current planning permissions and enquiries for purpose built student accommodation in the city.

Appended to the report was a copy of a report of the Director of Environment and Neighbourhoods entitled ' Update on the analysis of current housing market trends within the Leeds 6 postcode areas' for the information/comment of the meeting.

The following representatives were in attendance and responded to Members' queries and comments:-

- Councillor P Gruen, Executive Member, Neighbourhoods, Planning and Support Services
- Mr Phil Crabtree, Chief Planning Officer, City Development
- Mr Robin Coghlan, Team Leader, City Development
- Mr John Statham, Head of Housing Partnerships, Environment and Neighbourhoods
- Mr Mark Ireland, Services Manager, Area Renewal, Environment and Neighbourhoods

The Chief Planning Officer presented the revised report and highlighted the background issues in relation to student accommodation in the city. He referred to the fact that student numbers were falling and some of the

peripheral student areas for example in Meanwood and to the rear of the arena were discounting vacant units suggesting a surplus of supply in certain areas. At the same time the number of current planning permissions in place totalled 2471 new student bedrooms in purpose built accommodation. The Council continues to receive applications for student development often in locations which were considered unsuitable by adjoining occupiers and local residents with further enquiries being received on a regular basis. He referred to the closure of Boddington Hall. Finally, he referred to the Council's planning policy set out in the Unitary Development Plan 2006 (UDP) which was expected to be superseded by policy in the draft Core Strategy when this plan is adopted in late 2013 or early 2014. He informed the meeting that it was therefore work in progress and welcomed Board Members views on the content.

Detailed discussion ensued on the contents of the reports.

In summary, specific reference was made to a number of issues including:-

- The concerns expressed that Pennine House, Russell Street was a complete departure from the traditional areas for student accommodation and was the main reason why this issue was being discussed at today's meeting
- Clarification if Council policy on student housing had been fixed within the Core Strategy  
*(The Chief Planning Officer stated that the policy on student accommodation in the Core Strategy had moved to a criteria based policy which would for example enable the cumulative impact of student accommodation in an area to be taken into account. It would enable the development of supplementary planning policies for specific areas. He explained that the Core Strategy would be subject to a public examination in the summer of 2013 whereby the "soundness" of the plan policies would be considered by an independent inspector who would hear from objectors and from the Council. The review would involve key stakeholders including higher education providers, UNIPOL, key developers and local groups)*
- Clarification as to why the Chief Planning Officer made a decision to revise the original published report and what elements had been changed  
*(The Chief Planning Officer explained that Re'new had been commissioned to examine demand and supply for student housing in Leeds and report on options for future decision making. However, Re'new's report which had been circulated with the agenda papers was in fact an interim position statement and had not been seen or commented upon by officers and did not focus on Leeds. It had therefore been withdrawn)*
- The concerns expressed that all the schemes detailed in section 3.8 of the report for student accommodation were located in one ward which had areas of serious deprivation

- Clarification as to whether landlords were paying council tax on vacant student flat and the policy that applied during the summer months when student accommodation was empty  
(The Services Manager responded that he understood proof of identity was required by the Council tax office re students to exempt landlord from Council tax charges. He thought landlords applied for an exemption from Council tax for the year, but he agreed to seek clarification and circulate details to all members of the Scrutiny Board)
- Clarification of the policy for the 'Area of Housing Mix' and whether or not there were any restrictions on the locations of student accommodation
- The need for the Board to consider the final report from Re'new as it would propose policies and management arrangements to better assess the future provision of student housing and the suitability of locations based on consultations it had carried out with key stakeholders including higher education institutions UNIPOL and others active in the student market
- It was reported that a cross Council initiative was to be established on the issues relating to the traditional student housing areas

**RESOLVED-**

- a) That the contents of the revised report by the Chief Planning Officer and the report of the Director of Environment and Neighbourhoods be noted.
- b) That it be recommended that a formal inquiry on student housing be undertaken by the successor to this Scrutiny Board in the new municipal year and that the Principal Scrutiny Adviser draw up draft terms of reference for consideration at its first meeting in June 2013.

**119 Leeds City Region Local Enterprise Partnership Devolution Opportunities - Post Heseltine Review**

A report of Leeds City Region was submitted in relation to the potential devolution of funding to the Leeds City Region Local Enterprise Partnership by Government, in response to the Lord Heseltine Review.

Mr Colin Blackburn, Executive Officer, Customer Access and Performance , was in attendance and responded to Members' queries and comments.

In his presentation, the Executive Officer specifically made reference to details of the potential devolution proposals to Local Enterprise Partnerships and the bidding process would be announced in the Spending Review on 26th June 2013. He highlighted that it would be a national competitive process.

Discussion ensued on the contents of the report.

In summary, specific reference was made to a number of issues including:-

- Clarification if the EU Structural Investment Fund was separate to the Transport Fund



*(The Executive Officer responded that the LCR LEP would need to submit a Growth Plan for the EU funding by September 2013, and separate criteria rules would apply for the funding, but all individual projects locally would be put through a single assessment framework once developed. This would result in improved co-ordination and better funding packages)*

- Comment that whilst welcoming more devolution of resources from the centre concern that the West Yorkshire Integrated Transport Policy contribution to fund the proposed transport schemes in the region could result in an increase Council tax contribution of between 2% and 3%
- The fact that funding for improved transport and other regeneration schemes was needed now to unlock brownfield sites in the city
- Clarification of Government funding that would be made available over the next five years and what contribution the Councils would be expected to contribute towards the schemes identified and how viable they were

*(The Executive Officer responded that this was not yet known but the LEP had already received £36m devolved funding to support business activity in the region. Housing and Regeneration had no budget at the present time but proposals may be included in the Spending Review announcement. He stated that the Transport Fund was based on a £10 billion Programme. Other Government projections remained unclear)*

- Clarification if the Council was still in competition with other local authorities and what track record of competitive bidding the Council had in this regard

*(The Executive Officer responded and confirmed that there would be a competitive process and that it was envisaged that the Council and LCR would be in a good position as it was one of the most established Local Enterprise Partnerships in the Country with a good track record of delivery)*

- Clarification as to whether there is a deprivation indices in the city region which was used to weight areas with greater deprivation  
*(The Executive Officer responded that there was a Single Appraisal Framework being developed and existing models would be developed and built upon)*
- The need for the Scrutiny Board to influence policy in this area in view of the huge areas of deprivation within the city

#### **RESOLVED-**

- a) That the contents of the report be noted.
- b) That a report be submitted to the successor to this Scrutiny Board in the new municipal year following the Government's announcement in its spending review on 26<sup>th</sup> June 2013 as to its proposals for devolution and the Local Enterprise Partnership's bidding process for funding.

#### **120 Engagement with Owners of Retail Units in the City Centre**

Referring to Minute 109 of the meeting held on 26<sup>th</sup> March 2013, the Director of City Development submitted a report on what engagement there had been with building owners in the city centre following the opening of Trinity Leeds

where businesses had vacated premises to relocate to this prestigious development and similarly when Victoria West opens.

Appended to the report were copies of the following documents for the information/comment of the meeting:-

- Shop Relocations (Appendix 1 refers)
- Footfall figures (Appendix 2 refers)
- Art in Unusual Spaces Programme (Appendix 3 refers)

Ms Cath Follin, Head of City Centre Management was in attendance and responded to Members' queries and comments.

In her presentation, she reported on the latest information regarding vacant shop units within the city centre; leasing arrangements; footfall figures and the measures in place that the Council could take regarding the filling of vacant units.

Detailed discussion ensued on the contents of the report and appendices.

In summary, specific reference was made to a number of issues including:-

- Clarification if the department had any influence to control the proliferation of cheap product shops located within the city centre  
*(The City Centre Manager responded that these could not be controlled and was based on supply and demand)*
- The need to encourage the creation of more traditional shops in the City Centre and having a role in developing a strategy with partners  
*(The Head of City Centre Management responded and outlined the protocol for supporting independent businesses. Clarification of the cost of the works currently undertaken in Dortmund Square  
(The Head of City Centre Management responded and agreed to forward the relevant information to the Principal Scrutiny Adviser for dissemination to Board Members)*
- To acknowledge that following the opening of Trinity, Leeds had now risen from being ranked 7<sup>th</sup> in the UK in retail shopping terms to being ranked 4<sup>th</sup> and was now outperforming Liverpool and Oxford Street in London
- Clarification if the city centre had a policy on retail mix similar to that of a policy adopted in Otley  
*(The Head of City Centre Management responded and outlined the aims of the Unitary Development Policy for retail/leisure. She agreed to investigate this issue further and to forward the relevant information to the Principal Scrutiny Adviser for dissemination to Board Members)*

**RESOLVED-** That the contents of the report and appendices be noted.

(Councillor D Collins left the meeting at 11.50am during discussions of the above item)

(Councillor D Nagel left the meeting at 11.55am during discussions of the above item)

## 121 **City Priority Plan Review Timeline**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report presenting a review of the City Priority Plan Timeline.

The following representatives were in attendance and responded to Members' queries and comments:-

- Ms Heather Pinches, Executive Officer, Performance Management
- Ms Maggie Gjessing, Housing Investment Manager, City Development

Prior to discussing the report, the Board noted that the proposals for change would be brought to Scrutiny for consultation in advance of any changes being made formally.

Discussion ensued on the contents of the report.

In summary, specific reference was made to a number of issues including:-

- Clarification as to whether the headline indicator for a minimum ratio of 65:35 development of new homes on brownfield to greenfield land had always been the same  
*(The Housing Investment Manager responded and informed the meeting that the indicator had been the subject of change in the past)*
- Clarification about the validity of City Priority Plan in view of the budget cuts within the authority  
*(The Executive Officer responded and informed the meeting that the planning and budget process was very closely linked and was work in progress)*
- Clarification of the figures in terms of now and the future vision regarding improving housing conditions and energy efficiency  
*(The Executive Officer responded and confirmed that targets in this area had been retained within the business plan)*

### **RESOLVED-**

- a) That the contents of the report be noted.
- b) That this Board notes the timelines for refreshing the City Priority Plan as now outlined.

## 122 **Work Schedule**

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

Appended to the report was a copy of the following documents for the information/comment of the meeting:

- Scrutiny Board (Housing and Regeneration) Work Schedule for 2012/2013 Municipal Year (Appendix 1 refers)
- Executive Board – Minutes of a Meeting held on 23<sup>rd</sup> April 2013 (Appendix 2 refers)

The Principal Scrutiny Adviser, Scrutiny Support presented the report and responded to Members' queries and comments.

**RESOLVED-**

- a) That the contents of the report and appendices be noted.
- b) That the schedule showing the work schedule completed for 2012/13 be noted.
- c) That the issues raised and discussed at today's meeting be included on the agenda for the first Board meeting within the new Municipal Year.

(The meeting concluded at 12.10pm)

## Report of Head of Scrutiny and Member Development

### Report to Housing and Regeneration Scrutiny Board

Date: 25<sup>th</sup> June 2013

### Subject: Scrutiny Board Terms of Reference

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

### Summary of main issues

1. This report presents the terms of reference for the Housing and Regeneration Scrutiny Board for Members' information (Appendix A).
2. Scrutiny Boards will continue to be aligned to the Strategic Partnership Boards and are therefore authorised to review or scrutinise the performance of their relevant Partnership Board. In accordance with the Scrutiny Board Procedure Rules, Scrutiny Boards will also continue to act as 'critical friend' to their relevant Partnership Board and assess how well the Partnership is working in practice. A report summarising the Scrutiny Board's observations and recommendations following its assessment of the Housing and Regeneration Board in March 2013 is attached for information (Appendix B).

### Recommendation

3. Members are requested to:
  - (a) note the Scrutiny Board's terms of reference;
  - (b) note the report of the Housing and Regeneration Scrutiny Board on the Housing and Regeneration Partnership Board.

## **1.0 Purpose of this report**

- 1.1 This report presents the terms of reference for the Housing and Regeneration Scrutiny Board following recent amendments made to the Council's Constitution.
- 1.2 Following the Scrutiny Board's assessment of the Housing and Regeneration Board in March 2013, a report summarising the Scrutiny Board's observations and recommendations is also attached for information.

## **2.0 Background information**

- 2.1 The Annual Review of the Constitution more often than not identifies areas for amendment in relation to the Scrutiny Boards' terms of reference to ensure consistency in wording and provide procedural clarity.

## **3.0 Main issues**

### Constitutional changes affecting the Scrutiny Board's terms of reference

- 3.1 On this occasion there have been no changes to the remit of this Scrutiny Board. The terms of reference are attached for Members' information (Appendix A).
- 3.2 The Board's terms of reference are related to the functions delegated to the Director of Environment and Neighbourhoods and Director of City Development. In general terms, these cover the following areas:
  - The authority's role as housing authority
  - The condition and occupation of housing
  - Caravan sites and land occupied by travelling people
  - Area based housing led regeneration
- 3.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to the Executive Members for Neighbourhoods, Planning and Support Services for the first three bullet points above. Responsibility for housing led regeneration is assigned to the Executive Member for Development and the Economy and is delegated to the Director of City Development.

### Alignment of Scrutiny Boards to the Strategic Partnership Boards

- 3.4 Scrutiny Boards will continue to be aligned to the Strategic Partnership Boards and are therefore authorised to review or scrutinise the performance of their relevant Partnership Board. In accordance with the Scrutiny Board Procedure Rules, Scrutiny Boards will also continue to act as 'critical friend' to their relevant Partnership Board and consider and report on the following areas:
  1. What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this?
  2. How successfully the Board's partnership arrangements are working?

3. To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?

3.5 During March 2013, the Scrutiny Boards received a report from their relevant Strategic Partnership Board setting out their strengths and potential areas for development in respect of the three key questions above. The Scrutiny Boards were also given the opportunity to question the chair, members of the Partnership Board and support officers.

3.6 It was agreed that, following the scrutiny sessions, each Scrutiny Board would produce a summary report of its findings. The Scrutiny Support Unit would then prepare a cover report drawing out any common threads and best practice emerging from the individual inquiry sessions. The full report will be presented to Council, as the commissioning body for this piece of scrutiny inquiry work. Each Strategic Partnership Board will also receive their respective individual report, along with the cover report, and will be requested to respond to any scrutiny recommendations in the normal manner.

3.7 As the Housing and Regeneration Scrutiny Board is aligned to the Housing and Regeneration Partnership Board, representatives from this Partnership Board attended the Scrutiny Board's meeting on 26<sup>th</sup> March 2013. A report summarising the Scrutiny Board's observations and recommendations in relation to the Housing and Regeneration Board was forwarded to the Partnership Board and is also attached for Members information (Appendix B).

#### **4.0 Corporate Considerations**

##### **4.1 Consultation and Engagement**

4.1.1 The amendments made to the Council's Constitution were considered by the General Purposes Committee on 9<sup>th</sup> May 2013, prior to being formally considered and approved by Council on 20<sup>th</sup> May 2013.

##### **4.2 Equality and Diversity / Cohesion and Integration.**

4.2.1 In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

##### **4.3 Council Policies and City Priorities**

4.3.1 The terms of reference of the Scrutiny Boards continue to promote a strategic and outward looking Scrutiny function that focuses on the City Priorities. The Scrutiny Boards will continue to review or scrutinise the performance of their relevant Strategic Partnership Board. In doing so, they will review outcomes, targets and priorities within the Business Plan and specific "Best City for...." priorities set out within the City Priority Plan.

##### **4.4 Resources and Value for Money**

4.4.1 This report has no specific resource and value for money implications.

## **4.5 Legal Implications, Access to Information and Call In**

4.5.1 The amendments made to the Scrutiny Board's terms of reference aim to provide procedural clarity.

## **4.6 Risk Management**

4.6.1 This report has no risk management implications

## **5.0 Conclusions**

5.1 The terms of reference for the Housing and Regeneration Scrutiny Board were unchanged and are attached for Members' information (Appendix A).

5.2 Scrutiny Boards will continue to be aligned to the Strategic Partnership Boards and authorised to review or scrutinise the performance of their relevant Partnership Board. In accordance with the Scrutiny Board Procedure Rules, Scrutiny Boards will also continue to act as 'critical friend' to their relevant Partnership Board and assess how well the Partnership is working in practice. Following the Scrutiny Board's assessment of the Housing and Regeneration Board in March 2013, a report summarising the Scrutiny Board's observations and recommendations is attached for information (Appendix B).

## **6.0 Recommendations**

6.1 Members are requested to:

(a) note the Scrutiny Board's terms of reference;

(b) note the report of the Housing and Regeneration Scrutiny Board on the Housing and Regeneration Partnership Board.

## **7.0 Background documents<sup>1</sup>**

7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.



## **Scrutiny Board (Housing and Regeneration)**

### **Working Group**

#### **Inquiry to consider Student Accommodation in the City**

##### **Terms of Reference**

### **1.0 Introduction**

- 1.1 The Scrutiny Board (Housing and Regeneration) in early 2013 expressed concern that planning approval had been given for a change of use of offices to form student accommodation at Pennine House, Russell Street as this was a complete departure from the traditional areas for student accommodation. The Board requested briefing papers on this issue.
- 1.2 At the last Scrutiny Board meeting of the 2012/13 municipal year on 30<sup>th</sup> April 2013 Members considered a report of the Director of City Development which explored issues underpinning the preparation of a new planning policy for student housing development in the city. It also listed current planning permissions and enquiries for purpose built student accommodation in the city.
- 1.3 A report from the Director of Environment and Neighbourhoods entitled 'Update on the analysis of current housing market trends within the Leeds 6 postcode areas' was also considered at that meeting.
- 1.4 The Executive Member for Neighbourhoods, Planning and Support Services reported at this meeting that a cross Council initiative was to be established on the issues relating to the housing market in traditional student housing areas.
- 1.5 As a consequence of those discussion the Scrutiny Board recommended that its successor Scrutiny Board in 2013/14 undertake an inquiry into student accommodation in the city.
- 1.6 Scrutiny Board (Housing and Regeneration) is asked to:
  - a) establish a Working Group comprising of all Members of the Board to undertake this inquiry.
  - b) consider whether it wishes to co-opt up to two non-voting co-opted members to this Working Group for the period of this inquiry.

### **2.0 Context of and Drivers for the Inquiry**

- 2.1 The context of and drivers for the inquiry are:
  - Concern at the introduction of student accommodation into the Prime Office Quarter of the city.

- Desire to contribute to the issues underpinning the preparation of a new planning policy for student housing development in the city.
- Public examination of the Council's Core Strategy in the summer of 2013 whereby the 'soundness' of the plan policies will be considered by an independent inspector who will hear from objectors and from the Council.

### **3.0 The Scope of this Inquiry**

#### 3.1 The scope of this inquiry is to review and consider

- The report by re'new which has been commissioned by the Director of City Development to examine the demand and supply for student accommodation in Leeds. It has been asked to propose policies and management arrangements to better assess the future provision of student housing and the suitability of locations based on consultations it had carried out with key stakeholders including higher education institutions, UNIPOL and others active in the student market.
- The identification of other key stakeholders and others active in the housing market who have not been consulted by re'new and whether further information is required following analysis of re'new's report.
- The implications of a criteria based planning policy for student accommodation in the city with a move away from traditional student areas and an increase in planning applications for student development in locations which are considered unsuitable by adjoining occupiers and local residents.
- The identification and location of current planning applications and enquiries for student accommodation in the city and whether there is a need for the development of supplementary planning polices for these specific areas.

### **4.0 Comments of the relevant Directors and Executive Board Members**

4.1 The relevant Directors and appropriate Executive Board Members have been requested to comment on these terms of reference and these will be reported to Members of the Scrutiny Board (Housing & Regeneration) Working Group at its first meeting.

### **5.0 Timetable for the Inquiry**

5.1 The inquiry will take place over at least three sessions of the Working Group with a view to issuing a final report in October 2013.

5.2 The length of the Inquiry is subject to change.

## **6.0 Key Issues and Questions**

6.1 There are a number of key issues and questions including:

- What is the demand and supply for student accommodation in the city including traditional student areas?
- What arrangements are in place to help regenerate traditional student areas where there is a decline in students wanting to live in those areas?
- Where is the current demand for student accommodation and is there an oversupply?
- What actions, if any, can the Council and our partners take to influence market forces that encourage the provision of student accommodation in areas that are not considered unsuitable by adjoining occupiers and local residents?
- The need to avoid duplication of effort on this issue following the announcement by the Executive Member for Neighbourhoods, Planning and Support at the Scrutiny Board (Housing and Regeneration) on 30<sup>th</sup> April 2013 that a cross Council initiative would be established to consider issues relating to the housing market in traditional student housing areas.

## **7.0 Submission of Evidence**

7.1 There will be at least three evidence gathering sessions and further meetings will be scheduled as required:

### **Session One – July 2013 Date and Time to be Confirmed**

The purpose of this session is to:

- Approve the draft terms of reference for this inquiry following consideration by the Scrutiny Board (Housing and Regeneration) in June 2013.
- Receive the report of the Director of City Development on Student Housing and the report of the Director of Environment and Neighbourhoods on an analysis of current housing market trends within the Leeds 6 postcodes. These were discussed at the Scrutiny Board (Housing and Regeneration) meeting on 30<sup>th</sup> April 2013 which requested this inquiry. A copy of the relevant minutes for that meeting will be attached to those reports.
- Consider the report by re'new on the demand and supply for student accommodation in Leeds.
- Hear the representative from re'new, Phil Crabtree, Chief Planning Officer and Maggie Gjessing, Housing Investment Manager.

- Identify other key stakeholders and others active in the housing market who have not been consulted by re’new and whether further information is required following analysis of re’new’s report.
- Confirm witnesses to attend the next meeting of the Working Group.

### **Session Two – August 2013 Date and Time to be Confirmed**

The purpose of this session is to consider:

- Any information requested from the last session.
- A paper by the Chief Planning Officer on the implications of a criteria based planning policy for student accommodation in the city with a move away from traditional student areas and an increase in planning applications for student development in locations which are considered unsuitable by adjoining occupiers and local residents. The report to include the identification and location of current planning applications and enquiries for student accommodation in the city and whether there is a need for the development of supplementary planning polices for these specific areas.
- Discuss the key issues as appropriate.
- Hear from Phil Crabtree, Chief Planning Officer and from other key stakeholders and others active in the housing market who have been invited to attend today’s session having been identified at the last meeting of the working group.
- Confirm witnesses to attend the next meeting of the Working Group.
- Identify recommendations for inclusion in the Scrutiny Boards final report.

### **Session Three – September Date and Time to be Confirmed**

The purpose of this session is to consider:

- Any information requested from the last session.
- Hear from witnesses identified at the last meeting of the Working Group.

### **Draft Final Report – Scrutiny Board (Housing and Regeneration) October 2013**

- Consider the Board’s draft final inquiry report and recommendations

## **8.0 Witnesses**

- 8.1 The following witnesses have been identified as possible contributors to the inquiry:

- Chair of the Housing and Regeneration Strategic Partnership Board
- Officers from Environment & Neighbourhoods Directorate as necessary e.g. Megan Godsell on housing policy and Maggie Gjessing on housing delivery issues
- Officers from City Development Directorate as necessary e.g. Phil Crabtree, Chief Planning Officer, Robin Coghlan on Planning Policy issues and David Feeney on overall Core Strategy
- Representatives from Children's Services 11-19
- Representative from re'new
- Representatives from Universities, Unipol and other student unions
- Representative from Homes and Community Agency
- Private sector representation

## **8.0 Equality and Diversity / Cohesion and Integration**

- 8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

## **9.0 Post inquiry report monitoring arrangements**

- 9.1 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 Scrutiny Board (Housing and Regeneration).
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

## **10.0 Measures of success**

- 10.1 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.

10.2 Some initial measures of success are:

- Identification of actions that will help to contribute to the regeneration of traditional student areas where there is a decline in students wanting to live in those areas.
- Identification of policies and actions that will encourage the provision of student accommodation in areas that are not considered unsuitable by adjoining occupiers and local residents.

## Background

## Appendix B

1. The Scrutiny Board Procedure Rules state that all Scrutiny Boards will act as a “critical friend” to the relevant Strategic Partnership Board and consider and report on the following areas:
  - What contribution the Partnership Board is making to tackle poverty and inequality, and the progress being made against this
  - How successfully the Board’s partnership arrangements are working
  - To what extent are significant benefits being seen from partnership working? How has partnership working ensured increased pace of change to address the issue in hand?
2. During March 2013, the Scrutiny Boards received a report from their relevant Strategic Partnership Board setting out their strengths and potential areas for development in respect of the three key questions above. The Scrutiny Boards were also given the opportunity to question the chair, members of the Partnership Board and support officers.
3. As the Housing and Regeneration Scrutiny Board is aligned to the Housing and Regeneration Partnership Board, the following representatives from this Partnership Board had attended the Scrutiny Board’s meeting on 26<sup>th</sup> March 2013:
  - Councillor P Gruen, Executive Member, Neighbourhoods, Planning & Support Services
  - Councillor R Lewis, Executive Member, Development & the Economy
  - Mr Martin Farrington, Director of City Development
  - Ms Christine Addison, Chief Regeneration Officer/Acting Chief Asset Management Officer, City Development
  - Ms Maggie Gjessing, Housing Investment Manager, City Development
  - Apologies were reported from Mr Neil Evans, Director of Environment & Neighbourhoods
4. This report summarises the observations and recommendations made by the Scrutiny Board during this meeting.

## Issues Highlighted to the Scrutiny Board by the Director of City Development and the Executive Board Members

5. In the absence of the Director of Environment and Neighbourhoods, the Director of City Development introduced the report and highlighted and commented on the challenge of achieving growth in the current housing market. He stated that 3,828 housing units had been delivered in 2008/09 but this had fallen to 1,700 in 2010/11 and had risen to 1,931 in 2011/12. However, the latest figure of 1,200 houses delivered in 2012/13 was only 52% of what the target was in the Council’s core strategy and therefore there were significant areas of improvement to be made. Whilst the Council had significant influence it was not within its power to deliver the homes required. As the Council is the lead agency, the largest land

owner and the planning and highways authority it has considered how it could facilitate housing growth. To this end it had developed a series of initiatives and mechanisms including the

- development of the brownfield land programme
- older peoples housing and care programme
- facilitation of self-build schemes
- reviewed its policies on affordable housing

6. Finally, the Director of City Development referred to the membership of the Housing and Regeneration Strategic Partnership Board and in particular to the importance of having building society representation on the Board as mortgage access was one of the key factors to housing growth.
7. The Chief Regeneration Officer gave the Board a brief update on the background and membership of the Housing and Regeneration Strategic Partnership Board. She stated that the strength of the Board was the range of its members but advised the meeting that it remained difficult to engage the private sector in its work. Specific reference was made to the
  - work of the board's Sub Groups, namely the East Leeds Regeneration Board and the Housing Forum
  - Council's City Priority Plan target for affordable housing in 2012/13 of 525 and the likely outcome of just under 500 affordable homes being delivered
  - target set for reducing the number of empty properties by 2,200 and the likely outcome being 2,300
  - various energy efficiency targets which would be met this year
8. The Executive Board Member for Neighbourhoods, Planning and Support Services stated that he was satisfied with how the Housing Forum was working and the fact that there was now one voice for housing in the city. It had good representation from the private sector and the Housing Associations. The meetings were not officer led and any Member of the Board could place items on the agenda and present reports. He then referred to the East Leeds Regeneration Board and acknowledged that it had taken sometime to reach an accord and clarity as to the direction it wanted to move towards. It was clear that any development in East Leeds was dependent upon having the necessary infrastructure in place. Finally, he referred to the difficulties of selecting representation from the private sector on the Board. It was clear that developers were often not without prejudice and pursue their development interests. He stated that membership remained an issue and that the group was still emerging and that further work needed to be undertaken to develop relationships further.

## The Scrutiny Board's observations and recommendations relating to the Housing and Regeneration Partnership Board.

### Acknowledging

9. Firstly,
  - a) Acknowledgement of the benefits that this Partnership Board had brought in terms of bringing together Councillors with other partners, including those from the voluntary sector.
  - b) Members noted that many of the views and recommendations of the Scrutiny Board on housing growth, re-development of brownfield sites, development of greenfield sites and



concerns over the SHLAA process had been acknowledged by the relevant Executive Members. A number of initiatives had been progressed and approved by the Executive Board which was supported by this Scrutiny Board.

- c) That any proposed changes to the Partnership Boards should be made in agreement with partners.

### Other general observations

10. Clarification as to why there was no mention of the work of the North East Quadrant Forum in the report which included representation from East Leeds Parish Councils, local schools and ward members and was chaired by Councillor P Grahame. The Director of City Development responded and acknowledged the valued work that was being undertaken by the Forum.
11. Concern as to how brownfield sites could be redeveloped to reduce the pressure on greenfield sites? The Director of City Development referred to the development of the 10 year Brownfield land programme which would require more bespoke measures to make brownfield sites more attractive to developers. This could include attracting new house builders to the city and encouraging niche house builders more suited to developing smaller and more difficult sites.
12. Reference to the fact that whilst planning approvals had been given for a number of housing developments in East Leeds, they were subject to the development of the East Leeds Orbital Route (ELOR) and Manston Lane and other improvements in order to secure the 12,500 jobs on offer in East Leeds. The Executive Board Member Neighbourhoods, Planning and Support Services acknowledged the importance of getting the necessary infrastructure in place in East Leeds in order to unlock the land that already had planning approval for housing development. He stated that the Director of City Development was currently leading on a feasibility study on the financing of the ELOR.
13. Reference to the Carla11 judgement and the fact that despite phases 2 and 3 greenfield sites being released three years ago to provide 12,000 homes there were no sites 'shovel ready' for development.
14. The need to challenge developers to increase their build out rates on sites currently averaging say 30 to 40 homes per year per site to 60 to 80 homes per year.
15. Whether the Home Builders Federation would be more representative of the house builders on the Housing and Regeneration Strategic Partnership Board and Sub Groups. The Director of City Development agreed that this would be considered.
16. Whether decontamination of brownfield sites funded by the Council would be sufficient to make sites more viable for development. The Director of City Development stated that decontamination alone would not be sufficient. What was needed was a range of initiatives. He referred to the government decision to offer home buyers a 20% interest free 5 year loan that would provide buyers with a substantial initial deposit and make brownfield sites more viable.
17. Reference to affordable housing and the view that some officers were taking a firm line on the percentage of affordable homes required for developments within the 'golden triangle' and was none negotiable. This was of particular concern if developers had not had previous dealings with the Council and were put off at the first hurdle by such an inflexible

approach. The Director of City Development recognised this concern and agreed that every request required a proactive, considered and in depth response in order to achieve the best and most effective outcomes.

18. Concern that the Strategic Housing Land Availability Assessment (SHLAA) has no democratic accountability and no formal decision making powers. Although there were planning approvals for 21,000 housing units the SHLAA had accepted the view of developers that 8,000 units were not achievable for development. The Executive Board Neighbourhoods, Planning and Support Services reported that a paper would shortly be presented to the Executive Board that reviews the membership, operation and terms of reference of this group. The Chair referred to the Scrutiny Board meeting on 30<sup>th</sup> October 2012 which expressed concerns as to whether the SHLAA was fit for purpose and welcomed the Executive Board Members intervention on this matter.
19. Members supported the approval of the Executive Board to accept a request from the Homes and Community Agency (HCA) that the Council transfer four Listed Buildings into its ownership at Tower Works, Globe Road, Holbeck. The transfer of the buildings would be accompanied by a financial dowry funded by the Department of Communities and Local Government and will result in the City Council and HCA working in partnership to bring forward the redevelopment of Tower Works and the wider Holbeck Urban Village

## Conclusion & Recommendations

20. In conclusion, the Scrutiny Board would like to reiterate some of the key points that have been raised within this report, which are as follows:
  - a) That the Scrutiny Board will continue to monitor progress in delivering the development of the brownfield land programme which it strongly supports.
  - b) That the Director of City Development consider the Board's suggestion that the Home Builders Federation might be a more appropriate body to represent house builders on the Housing and Regeneration Strategic Partnership Board and Sub Group.
  - c) That the Scrutiny Board welcomes confirmation by the Executive Board Member (Neighbourhoods, Planning and Support Services) that the Executive Board would shortly consider a report reviewing the membership, operation and terms of reference of the Strategic Housing and Land Availability Assessment (SHLAA).
  - d) To note that the Director of City Development acknowledged the Board's concerns that some officers were taking a firm line on the percentage of affordable homes required for developments within the 'golden triangle' and were none negotiable and instead every request by developers ought to be proactive, considered and given an in depth response that would achieve the best and most effective outcomes for the city.
  - e) To support the initiative to bring forward the redevelopment of Tower Works and the wider Holbeck Urban Village.
  - f) That the Scrutiny Board's observations and recommendations would inform the wider Scrutiny report to Council in relation to the Strategic Partnership Boards.

May 2013.

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

**Report to Housing and Regeneration Scrutiny Board**

**Date: 25th June 2013**

**Subject: Co-opted Members**

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

**Summary of main issues**

1. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

**Recommendation**

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

## **1 Purpose of this report**

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

## **2 Background information**

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

## **3 Main issues**

### General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
  - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and are summarised below.

### Arrangements for appointing specific co-opted members

#### *Education Representatives*

- 3.5 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:

- One Church of England diocese representative<sup>1</sup>
- One Roman Catholic diocese representative<sup>1</sup>
- Three parent governor representatives<sup>2</sup>

3.6 The number and term of office of education representatives is fixed by full Council and set out in Article 6. Representatives of the Church of England and Roman Catholic dioceses are nominated by their diocese and parent governor representatives are elected. Such representatives are then notified to the Scrutiny Board and their appointment confirmed.

3.7 Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

#### *Crime and Disorder Committee*

3.8 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Safer and Stronger Communities) to act as the Council's crime and disorder committee.

3.9 In its capacity as a crime and disorder committee, the Scrutiny Board (Safer and Stronger Communities) may co-opt additional members to serve on the Board, providing they are not an Executive Member.

3.10 The Scrutiny Board (Safer and Stronger Communities) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.

3.11 Unless the Scrutiny Board (Safer and Stronger Communities) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

#### Issues to consider when seeking to appoint co-opted members

3.12 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Council's use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.

3.13 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However,

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<sup>1</sup> Article 6 states this appointment shall be for a term of office that does not go beyond the next Annual Meeting of Council

<sup>2</sup> Article 6 states these appointments shall be for a four-year term of office

co-opted members should not be seen as a replacement to professional advice from officers.

- 3.14 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.15 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.16 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

## **4.0 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 During 2010/11, the guidance surrounding co-opted members was discussed by the Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

### **4.2 Equality and Diversity / Cohesion and Integration.**

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

### **4.3 Council Policies and City Priorities**

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

### **4.4 Resources and Value for Money**

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

### **4.5 Legal Implications, Access to Information and Call In**

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

## **4.6 Risk Management**

4.6.1 As stated in paragraph 3.15 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

## **5.0 Conclusions**

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards. This report therefore sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

## **6.0 Recommendations**

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

## **7.0 Background documents<sup>3</sup>**

7.1 None.

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<sup>3</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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## Report of Deputy Chief Executive

## Report to Housing and Regeneration Scrutiny Board

Date: 25<sup>th</sup> June 2013

## Subject: 2012/13 Quarter 4 Performance Report

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 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

This report provides a summary of performance against the strategic priorities for the council and city related to Housing and Regeneration Scrutiny Board.

## Recommendations

Members are recommended to

- Note the Quarter 4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

### 1 Purpose of this report

- 1.1 This report presents to Scrutiny a summary of the quarter four performance data for 2012-13 which provides an update on progress in delivering the relevant priorities in the Council Business Plan 2011-15 and City Priority Plan 2011-15.

### 2 Background information

- 2.1 The City Priority Plan 2011 to 2015 is the city-wide partnership plan which sets out the key outcomes and priorities to be delivered by the council and its partners. There are 21 priorities which are split across the 5 strategic partnerships who are responsible for ensuring the delivery of these agreed priorities.

- 2.2 The Council Business Plan 2011 to 2015 sets out the priorities for the council - it has two elements - five cross council priorities aligned to the council's values and a set of directorate priorities and targets.
- 2.3 Members will note that the delivery of City Priority Plan priorities are shared with partners across the city while the Council Business Plan sets out the Council's contribution to these shared priorities. This report provides an overview of the performance relating to both plans enabling the Scrutiny board to directly challenge the council's performance as well as seeking to influence and challenge partners contributions through existing partnership arrangements.
- 2.4 This report includes 2 appendices:
- Appendix 1 – Performance Reports for the City Priority Plan Priorities relevant to the Board
  - Appendix 2 – Directorate Priorities and Indicators relevant to the Board as well as any other issues highlighted through the performance management process
- 2.5 Each quarter every priority within the City Priority Plans and Council Business Plan are rated green, amber or red according to overall progress against their achievement. These are allocated as follows:
- Green - progress is as planned/expected over the last 3 months. All, or most, of the relevant actions/activities are on track and most targets are being met for the aligned performance measures.
  - Amber - positive progress is being made but not as much as planned/expected. Only some of the relevant actions/activities are on track. Only some of targets are being met for the aligned performance measures.
  - Red =-progress is not being made as planned/expected. Few of the relevant actions/activities are on track. Few of the targets are being met for the aligned performance measures.

A review of this process is currently underway to ensure that all priorities are rated in a consistent manner.

In addition, performance indicators within the Council Business Plan are also rated green, amber or red according to progress against the target laid out in the plan.

### **3 Main issues**

#### **Quarter 4 Performance Summary**

##### ***City Priority Plan***

- 3.1 There are 3 priorities in the City Priority Plan relevant to Housing and Regeneration Board. At Quarter 4, two are assessed as green and one as amber.
- 3.2 The amber priority is:-
- Maximise regeneration investment to increase housing choice and affordability - from its adoption, anticipated in 2014, the Core Strategy indicates that the City has an annual housing requirement of 3,660 units for the first 5 years then 4,600 units thereafter until 2028. In terms of delivery, 1,650 new homes were built during

2012/13, with 442 units delivered in Qtr 4. This is a reduction on the 2,032 homes delivered in 2011/12, as a result of fewer starts over the last 3 years. The lower 2012/13 total is largely due to the difficulties associated with the weakened housing market and access to finance both for developers and purchasers. The Council is continuing to support the increase in supply of housing through various initiatives. (see 3.3)

### ***Council Business Plan***

3.3 **Directorate Priorities and Indicators** – there are currently 3 directorate priorities relevant to the Board and 2 are assessed as green and 1 is amber as is its aligned performance indicator. The amber priority and indicator are:

- Identify targets for new housing and strategies to support their delivery (Increase number of new affordable homes built - Target 500, Result 360) As a result of fewer Firstbuy completions than expected, and completion dates for two S106 schemes and one Registered Provider (Affordable Housing Provider) scheme falling into 2013/14, the number of affordable homes delivered in 2012/13 did not meet target and is lower than the number delivered in 2011/12 (495). The delayed schemes will still be delivered within the funding period i.e. by March 2015, Work continues on wider strategies linked to housing growth in the city, including the use of commuted sums, Right to Buy receipts and the New Homes Bonus as well as work with developers and housing associations. Proactive work is also progressing with the Planning service to drive housing growth using the Core Strategy and Interim Affordable Housing Policy.

3.4 **Key Performance Highlights**

- Improve energy efficiency in public and private sector homes (Increase number of improved energy efficiency installations in houses (both public and privately owned)) – there were over 20,000 energy saving installations in 12/13, above target by 25%. 10,007 measures have been installed in 8,098 households under the Wrap Up Leeds Scheme with a further 10,760 lofts and cavity walls installed by 5 of the big 6 energy companies.

### ***Performance reporting going forwards***

3.5 We are currently reviewing our performance arrangements to ensure they continue to remain fit-for-purpose. This brings opportunities to streamline a range of intelligence arrangements in the wider area of strategy and improvement and reduce bureaucracy but we are mindful that this needs to be balanced with ensuring proper accountability, decision-making and assurance. To allow time to develop, consult on and implement any new arrangements, we are proposing that we suspend Q1 performance reporting to CLT and members.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council's and Leeds Initiative websites and is available to the public.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 This is an information report and not a decision so due regard is not relevant. However, this report does include an update on equality issues as they relate to the various priorities within the Performance Reports.

### **4.3 Council policies and City Priorities**

- 4.3.1 This report provides an update on progress in delivering the council and city priorities in line with the council's performance management framework.

### **4.4 Resources and value for money**

- 4.4.1 There are no specific resource implications from this report.

### **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 All performance information is publicly available and is published on the council and Leeds Initiative websites. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

### **4.6 Risk Management**

- 4.6.1 The Performance Report Cards include an update of the key risks and challenges for each of the priorities. This is supported by a comprehensive risk management process in the Council to monitor and manage key risks. These processes also link closely with performance management.

## **5 Conclusions**

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to Housing and Regeneration Scrutiny Board.

## **6 Recommendations**

- 6.1 Members are recommended to:

- 7 Note the Quarter 4 performance information and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

**8 Background documents<sup>1</sup>**

8.1 City Priority Plan 2011 to 2015

8.2 Council Business Plan 2011 to 2015

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<sup>1</sup> The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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**Meeting:** Housing and Regeneration Board

**Population:** All people in Leeds

**Outcome:** Local people benefit from regeneration investment

**Priority:** Maximise regeneration investment to increase housing choice and affordability.

**Why and where is this a priority**

Leeds is a growing city; between 2001 and 2011 the population rose by 5% (35,900) from 715,600 to 751,500. This upward trend is expected to continue to an estimated 860,000 by 2028. The implications of this projected rise brings to the forefront a continued requirement for housing growth, affordable housing and for improvements to existing public and private sector stock.

**Story behind the baseline**

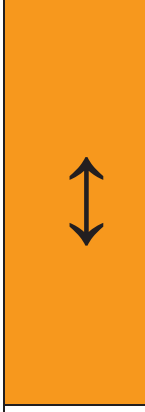
The Core Strategy indicates that the City has an annual housing requirement of 3,660 units for the first 5 years (from its adoption, anticipated in 2014) then 4,600 units thereafter until 2028.

In terms of delivery, 1,650 new homes were built during 2012/13, with 442 units delivered in Qtr 4. This is a reduction when compared with the 2011/12 result of 2,032 homes. The lower 2012/13 total is largely due to the difficulties associated with the weakened housing market and access to finance both for developers and purchasers with consequent fewer starts over the last 3 years.

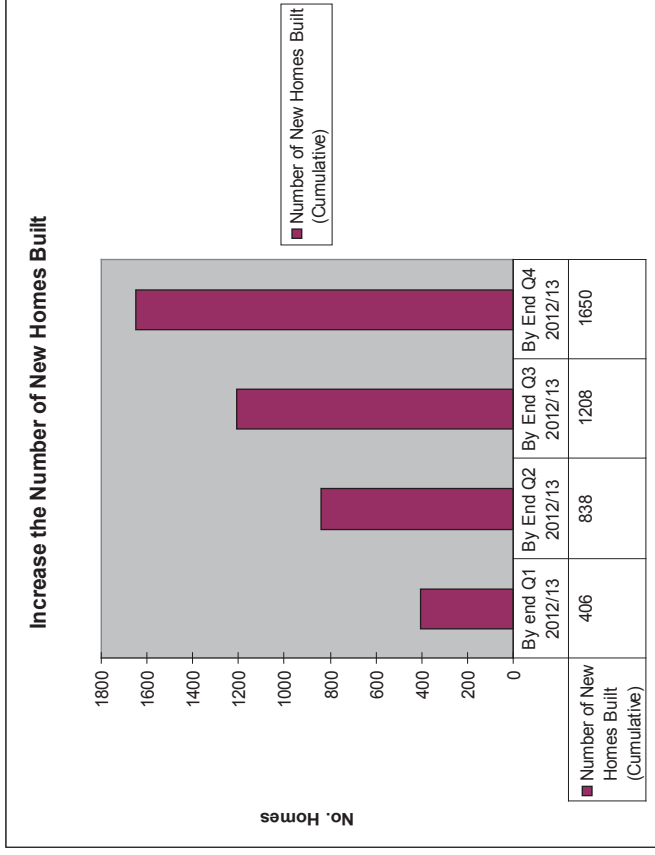
The number of affordable homes delivered in 2012/13 is 360, lower than the number delivered in 2011/12 of 495. This is as a result of fewer Firstbuy completions than expected; and completion dates for two S106 schemes and one Registered Provider (Affordable Housing Provider) scheme falling into 2013/14, although these will still be delivered within the funding period i.e. March 2015.

The number of long term empty private sector properties which have been returned to occupation in 2012/13 (3,265) through the Empty Homes Strategy has exceeded the previous 2011/12 total (3,243). This is a very positive outcome for the city and has contributed to increasing the number of homes available.

The Council is supporting the increase in supply of housing through various initiatives including: increasing the supply of land, including the release of some greenfield sites; development of the Housing Investment Land Strategy to draw together sites to support housing building; the Empty Property Action Plan; Brownfield Land Programme; the New Build Council Housing Programme; Interim Affordable Housing Strategy; the Leeds Local Authority Mortgage Scheme; and support for self-building. In support of this, the development of new houses and the reduction in the net number of empty homes generates a New Homes Bonus (NHB). Work is being undertaken to allocate NHB monies to a City wide equity loan scheme.



**Headline Indicators:** Increase the number of new homes built per year. Increase the number of new affordable homes built per year. Increase the number of long-term empty properties brought back into use.



**What do key stakeholders think**

Nothing to add at Qtr 4

## What we did (2012/13 Qtr 4)

### New Homes Built (Private & Affordable)

- East Leeds Extension (ELE): Executive Board (EB) has approved funding for a Highways Feasibility Brief. Mouchel's have been commissioned to complete this work, anticipated by the end of June. Work has commenced to prepare a strategic plan for the East Leeds extension which will help to inform future proposals. Discussions have continued around the Outline Planning Application submitted for Northern Quadrant housing development (2000 homes).
- EASEL: Bellway are now seeking to formally bring forward the planning application at Spofforth Hill. A Model for Equity Loans is to be developed to ensure this provides for full delivery of all remaining EASEL Phase 1 sites. Sale of land at Site 3 to Chapeloak Surgery is now complete.
- Brownfield Land Programme (BLP): An indicative disposal programme has been prepared.
- Older Peoples Housing and Care Project: Work is on-going to engage with the Housing Market to determine appetite for Extra Care Housing Developments.
- Self Build Housing Project: Ongoing development and market engagement exercises.
- Housing Investment Land Strategy (HILS): Work has been undertaken by the Regeneration and Asset Management Teams to produce a list of sites to encourage residential development.
- Housing Revenue Account (HRA) New Build Project: Announced that Phase 1 will start on site Jan 2014. Sites have been identified.
- Assisting with Home Ownership: City-wide Equity Loan Scheme (NHB and commuted sums): LA Mortgage Scheme resulted in 12 completions by the end of Feb 13.

### Empty Properties

- Bringing Empty Properties Back into use as Affordable Housing Homes and Communities Agency (HCA) Funding Bid submitted in March.
- Creation of a dedicated proactive enforcement team to tackle empty properties.
- The Empty Homes Doctor has been piloted from Jan with a view to rolling it out once additional resources are available.

### Risks and Challenges

- Housing Association uncertainty around their ability to borrow and the potential negative impact Welfare Change may have on their rental stream.
- Access to mortgage finance remains a critical barrier identified by developers to the delivery of new housing. Schemes such as 'A Helping Hand' run by Leeds Building Society in conjunction with Leeds City Council should assist home buyers in accessing finance.
- Risk that the markets' view of opportunities for sites in Brownfield Land Programme is negative/pessimistic resulting in limited development coming forward.
- A reduction in commercial house building, failure to meet the Affordable Homes Programme target or fewer net empty homes being brought back into use (for example if more homes become empty) would lead to less NHB being generated than forecast

## New Actions (2013/14 Qtr 1)

### New Homes Built (Private & Affordable)

- ELE: An Expression of Interest has been submitted for HCA funds to secure planning and to construct the East Leeds Orbital Road.
- BLP: Marketing of first sites to commence. Development is likely to continue through to 2025.
- Older Peoples Housing and Care: Market Engagement Exercise to be held to launch a number of Council owned sites specifically for the development of Extra Care Housing. Department of Health bid for Extra Care housing with outcome expected 31<sup>st</sup> May 2013.
- Selfbuild Housing Project: First self build event to be held on 11<sup>th</sup> May to: identify demand for self build; provide advice and support; and provide a networking opportunity to put potential self builders in touch with others (to potentially form a group) and with professionals.
- Build to Rent Fund: Development on the basis of the Leeds City Region (LCR) Private Rented Sector (PRSI) Model.
- Housing Revenue Account (HRA) New Build Project: Work up planning applications for submission July 2013.

### Empty Properties

- Bringing Empty Properties Back into use as Affordable Housing: HCA Funding Bid outcome expected 31<sup>st</sup> May 2013.
- National Empty Home Loan Scheme: Work with the Empty Homes Agency to launch the national loans scheme in May 2013. LCC to be the pilot authority. Work ongoing to deliver the actions within the Empty Properties Action Plan, i.e. delivery of the Empty Homes Doctor and implementation of an Empty Leeds website both in partnership with the Third Sector, and development of LCC's own empty homes loan. Ongoing use of commuted sums to increase the supply of affordable housing, i.e. working with Canopy to bring into use 8 empty properties.

### Data Development

- A programme of Housing Market Assessments is being developed to guide new build affordable housing. The data highlights key areas of need and demand in light of the recent Welfare Change.



**Meeting:** Housing and Regeneration Board

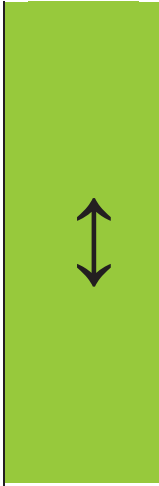
**Population:** All people in Leeds

**Outcome:** The housing growth of the city is sustainable

**Priority:** Enable growth of the city whilst minimising the impact on the environment and protecting the distinctive green character of the city.

**Why and where is this a priority**

Improving the public realm, linking local people to the employment opportunities created by new investment, and improving the vitality and vibrancy of the City's town and district centres is critical to ensure the long term sustainability of priority neighbourhoods and the City Centre.



**Story behind the baseline**

The emerging Core Strategy plans for the longer term regeneration and growth of the district over a 15 year period from 2012 (anticipated adoption in 2014). The Strategy sets out the Council's desire to respond to current and emerging population pressures and associated needs across the district, especially within inner urban areas. Key priorities therefore include: planning for the provision of homes and jobs in sustainable locations, respecting local character and distinctiveness in the delivery of the Plan's objectives and maximising opportunities to recycle brownfield i.e. previously developed land (PDL), whilst minimising greenfield and Green Belt release.

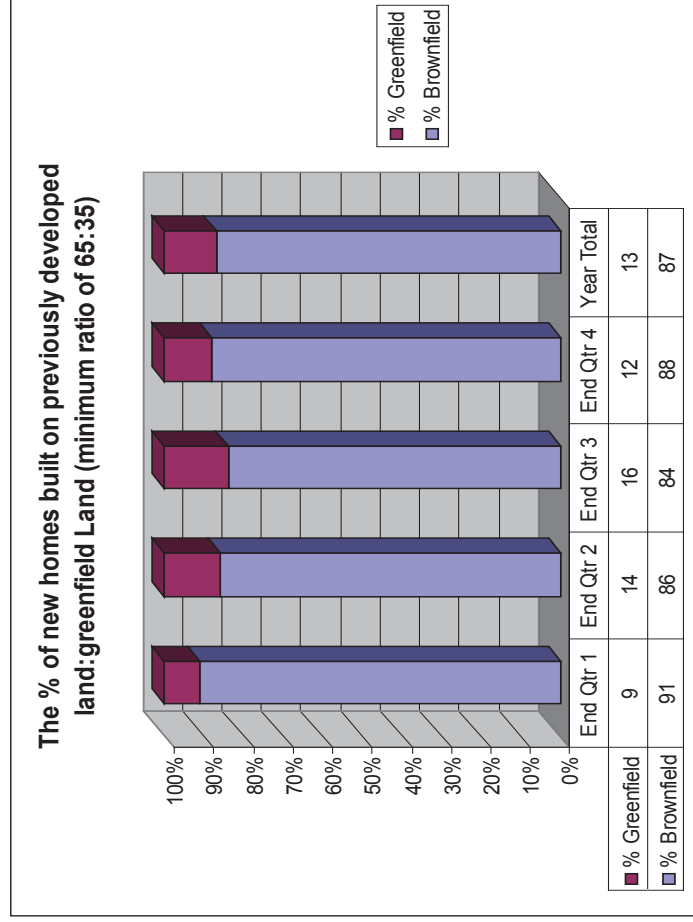
The total number of new homes developed on brownfield land during 2012/13 was 87.2% (1439 properties) against 12.8% on greenfield land (211 properties). In quarter 4 the split was 391 homes on brownfield and 51 homes on greenfield, a ratio of 88.5% to 11.5%. Both of these compare well with the 93% of homes on PDL over the last 5 years.

The minimum 65:35 ratio of developments on brownfield to greenfield land is contained in the emerging Core Strategy. The actual development ratio on brownfield to greenfield is still well above this minimum ratio. However, the proportion of greenfield development is increasing, and will continue to do so as brownfield sites are developed out.

Greenfield development is likely to increase over the next 5 years in order to meet the identified housing needs across the district, although it is likely to remain below the minimum ratio. The Site Allocations Plan will identify sites (some of which will be greenfield) and will grade their suitability, thus enabling expansion of the main urban area and specific settlements to ensure that specific housing needs are met. These sites will be carefully assessed using a range of criteria with reference to the Spatial Strategy (in the Core Strategy) which seeks to protect and enhance the City's green integrity.

**Headline Indicator:**

- Minimum ratio of 65:35 development of new homes on Brownfield: Greenfield land (in the emerging Draft Core Strategy)



**What do key stakeholders think**

Nothing to add at quarter 4.

### **What we did (Qtr 4 2012/13)**

Core Strategy (CS) – The Pre-Submission Changes were considered by Executive Board (EB) & Full Council in November 2012, with approval to submit the Publication Document, Pre-Submission Changes and any representations received for independent examination. Site Allocations (SA) - Member meetings across all 11 areas covering Leeds are reporting back to a series of Development Plan Panel (DPP) workshops on the draft Issues and Options.

Community Infrastructure Levy (CIL) - Preliminary Draft Charging Schedule approved at EB on 15th Feb, with public consultation 27th March to 15th May. Aiming for longer term timetable of April 2014 for overall CIL to be adopted. Workstreams to determine spending, governance, and administration matters commenced February, with assistance from the Planning Advisory Service for initial project planning.

Local Development Framework (LDF) – The Leeds LDF Annual Monitoring Report was submitted to EB in March. This included considering the 5 year housing land supply within Leeds.

Derelict Properties (DP) – 16 properties have been improved in total. Funding approval has been granted to deliver improvements to a former School site. Interest is being sought to progress redevelopment or refurbishment schemes for properties.

Leeds Town & District Programme Phase 1 (T&DP1) - A new programme (T&DP2) has been outlined and discussed at City Development Directorate meeting and with the Exec Member for Regeneration. This smaller programme will focus on centres which have not yet benefitted from funding.

#### Town Centres and Commercial Improvements

The Heritage Lottery Fund has given permission to start a new Townscape Heritage Initiative scheme in Kirkgate in Leeds City Centre. The scheme will benefit independent retailers primarily but neighbouring communities in Richmond Hill and Holbeck will also benefit for training and awareness raising courses. Grant contributions were made to 7 properties on Town Street and Branch Road in Armley and 10 properties on Chapeltown Road and Harehills Avenue.

#### Wyke Beck Valley Pride

Practical volunteering activities continue with the local community throughout the Wyke Beck Valley with Groundwork, The Trust for Conservation Volunteers and Parks & Countryside. During the quarter, funding for 9 new entrances has been agreed through the Access to Nature Wyke Beck Valley Pride Project.

### **What worked locally /Case study of impact**

Nothing to add at quarter 4.

### **Risks and Challenge**

Nothing to add at quarter 4.

### **New Actions (2013/14 Qtr 1)**

CS – Project on track for submission in April 2013, subject to the completion of outstanding technical material.

SA – SA Issues and Options to DPP on 30th April and Executive Board on 8th May, with a period of subsequent public consultation (6 weeks minimum) commencing in June.

Leeds Town & District Programme – End of programme report on T&DC1 is due to be presented to the board in June 2013. Capital works on Farsley scheme will be completed by the end of April 2013.

#### Wyke Beck Valley Pride

- Confirm allocation of further s106 funds.
- Consultation on draft management plan to be undertaken
- Celebratory event planned to take place in June.
- 2 Local Nature Reserves potentially to be declared – Killingbeck Fields & Whitebeck Woods

### **Data Development – None**

A complete review of the performance indicators used for this priority is being undertaken over the coming months.

**Meeting:** Housing and Regeneration Board

**Population:** All people in Leeds

**Outcome:** Houses of all tenancies are able to meet the needs of citizens of Leeds at different stages of their lives

**Priority:** Improve housing conditions and energy efficiency.

**Why and where is this a priority**

Provision of a range of good quality affordable and energy efficient housing to meet the changing needs of the population of Leeds is a significant challenge and is a critical factor impacting on a range of important quality of life indicators, particularly health and well being. It also has wider effects on the prosperity of the city, as it affects the ability of Leeds to remain competitive and attract people to live and work here, and also contributes to environmental sustainability.

**Overall Progress: GREEN**



**Story behind the baseline**

Significant investment in Council Housing stock has taken place since ALMOs were established to bring homes up to a decent standard to 96% by 2010. While it can be seen from the graph that performance has been maintained at or above the target level of 96% over the year, the actual reported performance at the end of March 2013 is 93.45%. This has been due to a data inputting backlog in relation to the installation of gas central heating boilers which is being addressed.

Improvements are also taking place within the private sector through various programmes of investment and through partnerships with landlords and enforcement work. It is expected that the annual 500 decent homes target for the private sector will be met this financial year. However, the prevalence of back to back housing and other features of some private sector stock makes bringing these up to a decent standard a significant challenge. E.g. the most recent Private Stock Condition Survey (2007) found that a third of private sector housing in Leeds (or 81,800 units) was non-decent, with the main issue being thermal comfort.

Newer housing developments are incorporating specific building regulations standards, although this remains a challenge. Work is also continuing to bring empty properties back into use and improve their condition.

Leeds have been working closely with the City Region to develop a Green Deal business case, using Leeds as the anchor authority, which recommends working collectively over a 3 year period to deliver an £80m project to 12000 homes.

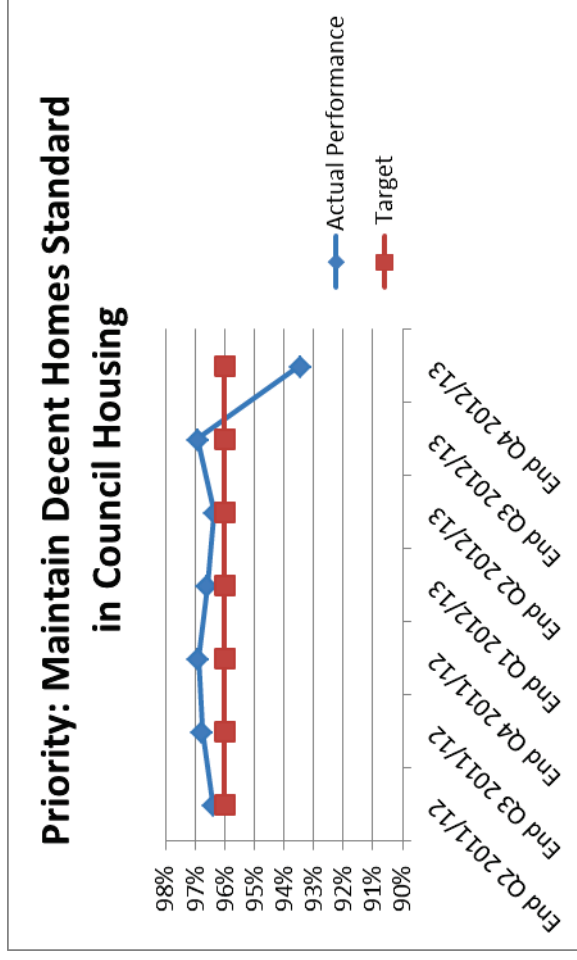
With the continual rise in energy prices and the squeeze on household income (particularly those on low and fixed incomes) fuel poverty rates in Leeds have risen from a low of 22% in 2005 to 27% in 2010. Coupled to this, budgets for energy efficiency grants such as Warmfront have been slashed and many local third sector organisations (such as Groundwork and Care and Repair) have seen funding streams dry up. So just at a time when fuel poverty is at its worst, the help available is at its lowest. There has still though been progress with over £7m being spent this financial year to improve energy efficiency in council homes and over 7,000 households benefiting from installations via Wrap Up Leeds.

**What do key stakeholders think**

Satisfaction results within Wrap Up Leeds are continuing to be Excellent, with a score of 5.59/6. There is limited variations between wards, with no ward showing less than 5.32/6, showing the continued city wide relevance of the scheme. The LCR Green Deal Business Case has now been completed and discussed with LCR Leaders who have requested that it is also considered by the Green Economy Panel and brought back for a decision on February 7<sup>th</sup>. The Council's Executive Board approved the participation of Leeds as the anchor authority on the 12<sup>th</sup> December 2012.

**Headline Indicator:** Increase the number of properties improved with energy efficiency measures.

Increase the number of properties which achieved the decency standard



#### **What we did (2012/13 Qtr 4)**

**Priority: Deliver well-designed, visually-appealing and energy-efficient housing (new and existing stock) in target neighbourhoods**

- New homes currently underway in East Leeds are being built to specific building regulations standards (equivalent to CSH 3). Equity support package agreed in-principle for EASEL site 7 - to support development and sale of 11 units.
- £7.6m has been spent up to the end of Feb 2013 on delivering investment to improve energy efficiency in Council Housing. This includes £2.1m to carry out structural repairs and external wall insulation to non traditional housing stock in WHWL.

**Priority: Maintain decent homes standard in Council housing**

- At the end of March 2013 93.45% of Council Housing were reported to be meeting the decent homes standard but not all work done had been input to the system this quarter. Over the year we have maintained decency at target levels.. Up to the end of Feb 2013 Leeds ALMOs had delivered capital programme expenditure of £30.7m in delivering investment and improvements to Council Housing.

**Priority: Sustainable improvements to housing conditions within the private sector (pre-1919 stock (back-to-back's and through terraces) in target neighbourhoods**

- 1179 private sector properties have been made decent by the end of Q4 This has been achieved through the work of a number of Council Service but mainly private sector housing and Wrap Up Leeds.

13554 bed spaces covered by Landlord Accreditation Scheme with 301 members The performance of the RLA is continually monitored to ensure delivery against targets and an action plan is now being developed to target areas of the city currently under-represented as well as increase membership in general.

- 4164 individuals have benefited from the removal of a hazard to their homes by the end of Q4 against an annual target of 4,000.
- 434 properties have received inspections to ensure compliance with both HMO and selective licensing licence conditions against an annual target of 600. This figure is down on target due to the task of HMO re-licencing which has led to resources being diverted to this task. An action plan is now in place to ensure this meet in 2013/4.
- We have brought 3265 empty properties back into use in 2012/3 against a target of 3200. The Council is currently working with a number of third sector organisations to help to deliver their successful HCA bids and to work up new ways of engaging with private owners following on from the Call to Action Day in May 2012.
- Proposals are also being developed to use New Homes Bonus to support empty property work, including the creation of an empty property loan, support for third sector organisations and increased staffing resources to target those empty homes on a locality by locality basis that are blighting priority areas within the city.

**Priority: Implement Leeds Home Insulation Programme, (Implement Solar PV Schemes (public & private sector) & Green Deal**

- 10,007 measures have been installed in 8,098 households under the Wrap Up Leeds Scheme with another 10,760 lofts and cavity walls installed by 5 of the big 6 energy companies, making a total of over 20,767 insulation jobs.

#### **New Actions (2012/13 Qtr 4)**

**Priority: Deliver well-designed, visually-appealing and energy-efficient housing (new and existing stock) in target neighbourhoods**

- Implement equity support model at Site 7 in East Leeds in order to maintain delivery on-site.
- Begin to develop a Council Housing Asset Management Strategy which will outline priorities for increasing the energy efficiency of housing stock, particularly to stock types where there is a higher incidence of fuel poverty.
- To closely monitor the delivery of planned investment to improve energy efficiency of Council Housing during 2013/14.

**Priority: Maintain decent homes standard in Council housing**

- ALMO capital programmes for 2013/14 have been developed with a view to maintaining decency levels at 95%.
- Continue to closely monitor monthly progress in delivery of capital programmes.

**Priority: Sustainable improvements to housing conditions within the private sector (pre-1919 stock (back-to-back's and through terraces) in target neighbourhoods**

- Programmes that deliver decency and improvements in standards in the private sector will be continuing in 2013/4.
- In addition to the previous programmes the new Neighbourhood Intervention model to improve worst first in the PRS will commence in Q1 2013/4
- A bid to the HCA for funds to address empty properties was made in March . We will be made aware of its success at the end of May.

**Priority: Implement Leeds Home Insulation Programme, (Implement Solar PV Schemes (public & private sector) & Green Deal**

- Leaders have now approved the LCR Green Deal project and agreed to jointly fund the £600k procurement costs. Individual local authorities are now signing this off at Exec Board level. Pre-procurement work has now commenced (soft market testing, supply chain engagement and preparation of procurement docs) with target to complete by April 2014.
  - A tender to secure an interim Green Deal framework of 3 partners has been launched and evaluated with appointments due to be made in early May for a June start. This will ensure that Leeds brings in significant ECO funding prior to the LCR scheme starting.
- Data Development:**  
Energy Performance Certificate data has now been analysed and combined with details of eligibility for the Carbon Saving Community ECO grant, to help target promotional work. This has been further analysed to identify clusters of system built properties in ALMO/Private ownership that are most likely to attract good levels of ECO funding. Funding has been secured from DECC in partnership with Leeds Met University to conduct intensive testing of the impact of interventions on traditional buildings and extensive monitoring across a range of archetypes.

- The £1.28m Green Deal Demonstrator project has been extremely challenging as many of the essential GD processes have not been fully developed by government or industry. However, all projects in Leeds have made progress. 4 empty properties have been insulated to exceptional standards. The loans project has assigned 123 households an installer. Of these, 42 irrevocable loan letters have been issued, 20 EWI jobs have been thermally complete and 7 boilers installed. There are over 700 customers on the waiting list. The ALMO project has issued EPCs to 172 properties; 104 properties have scaffolding; 94 properties insulated; 23 dashed and 21 fully complete. An extension to the end of May has been granted, with a budget of c£450k. The total project budget has reduced to £1.05m
- The Warm Homes Healthy People (DoH and NHS) and Fuel Poverty Fund (DECC) have collectively spent £519k on frontline services to prevent the most vulnerable people suffering cold related ill health. This included a package of emergency heating repairs and installations. Statistics are being gathered and a final report will be available in May.
- The collective energy switch (Cheaper Energy Together - c£40k from DECC) launched in February and over 5,500 people have registered interest. The closing date has been extended to 1<sup>st</sup> May.

#### **What worked locally /Case study of impact**

The two empty properties being developed as show-homes by Latch and Canopy are both making good progress.

#### **Risks and Challenges**

The reduction and future uncertainty over feed in tariff payments for solar PV has meant that this project is not progressing.

The continuing delay to government confirming details of the Green Deal and ECO mean that it's very likely to lead to a period of low activity in 2013.

The short timescales involved in all of the grants received (c£1.7m awarded since the start of October, all of which must be spent by the end of March 2013) present a number of issues which may lead to fewer houses being helped than planned. However no penalties are in place other than that unspent funds will need to be returned to DECC.

The continued reduction in empty homes and new homes bonus could be affected by the new Council Tax changes introduced in April 2013

#### **Equality**

**Equality Focus:** Improve energy efficiency

**Equality Analysis:** Many households containing people recovering from long term illness, disabled people and pensioners can not afford to heat their homes.

**Equality Action:** In early 2012 we secured and delivered a grant of £232k from Dept of Health specifically to support vulnerable people during the winter months. The investment supported 265 households with boiler repairs/replacements; provided additional measures to 90 households through the Green Doctor initiative and delivered winter warmth services via 33 frontline community organisations (including fuel bill advice, emergency boxes, hot meal delivery, grant referrals). This support was designed to prevent the most vulnerable from suffering cold related ill-health.

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Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Deliver the Housing and Regeneration Board City Priority Plan	The Housing & Regeneration Board Partnership Plan review is underway and is intended to reach agreement on either a method for identifying an annual adjusted housing target or a set figure applicable to each year of the plan.	↔		Not Applicable					
Identify targets for new housing and strategies to support their delivery	The Housing Investment Team continue to work on wider strategies linked to housing growth in the city, including the use of commuted sums, Right to Buy receipts and the New Homes Bonus as well as work with developers and housing associations. Proactive work is progressing with Planning to drive housing growth using the Core Strategy and Interim Affordable Housing Policy however, the number of affordable homes delivered in 2012/13 did not meet the target of 500, this is due to following; fewer Firstbuy completions that initially expected; Leeds was unable to count any Newbuy completions within these figures as these are not counted locally or by the HCA so unavailable, and completion dates for two S106 schemes and one RP lead scheme falling into 2013/14.	↔	Increase the number of affordable homes built per year	500 (TBC)	114	30 (144 Cumulative)	138 (282 Cumulative)	78 (360 Cumulative)	Neighbourhoods, Planning and Support Services / Development and the Economy
Improve energy efficiency in public and private sector homes	10,007 measures have been installed in 8,098 households under the Wrap Up Leeds Scheme with another 10,760 lofts and cavity walls installed by 5 of the big 6 energy companies, making a total of over 20,767 insulation jobs.	Green	Increase number of improved energy efficiency installations in houses (both public and privately owned)	15000 (all energy efficiency measures)	3029	5624 (cum)	9,518 (wrap up Leeds)	20,767 city-wide all sectors (10,007 wrap up Leeds)	Environment

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## Report of Head of Scrutiny and Member Development

### Report to Housing and Regeneration Scrutiny Board

**Date: 25<sup>th</sup> June 2013**

### **Subject: Sources of work for the Scrutiny Board**

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

### **Summary of main issues**

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
2. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Director(s), Executive Board Member(s) and Partnership Chair, the Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

### **Recommendation**

3. Members are requested to use the attached information and the discussion with those present at the meeting to:
  - (i) confirm the areas of Scrutiny for the forthcoming municipal year
  - (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

## **1.0 Purpose of this report**

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

## **2.0 Background information**

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.
- 2.2 The alignment of the Scrutiny Boards to the Strategic Partnership Boards continues to promote a more strategic and outward looking scrutiny function that focuses on the City Priorities, as set out within the City Priority Plan 2011 to 2015.
- 2.3 The City Priority Plan was established to replace the Leeds Strategic Plan. This city-wide partnership plan summarises the key outcomes and priorities to be delivered by the Council, and its partners, over the next 4 years. As such they are the "must-do" priorities or "obsessions" for each partnership and may be supported by more detailed action plans as the partnerships sees fit.

## **3.0 Main issues**

### Alignment with the Strategic Partnership Boards

- 3.1 As set out within its terms of reference, this Scrutiny Board is authorised to review or scrutinise the performance of the Housing and Regeneration Board. In doing so, the Scrutiny Board will review outcomes, targets and priorities within the Business Plan and "Best City...to live" priorities, as set out within the City Priority Plan. These priorities are as follows:
- Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods
  - Enable growth of the city whilst protecting the distinctive green character of the city
  - Improve housing conditions and energy efficiency
- 3.2 The current Council Business Plan 2011 to 2015 was refreshed in 2012 to update targets but it was agreed that it would be more formally reviewed after two years. This review has now been undertaken, including consultation with the Resources and Councils Services Scrutiny Board in April 2013. The new Best Council Business Plan 2013-17 is to be considered by the Executive Board on 19<sup>th</sup> June 2013 prior to its approval at Full Council. A copy of the draft new Best Council Business Plan is attached as Appendix 1 for the Board's attention .
- 3.3 In line with the Scrutiny Board Procedure Rules, the Scrutiny Board will also continue to act as 'critical friend' to the Housing and Regeneration Strategic Partnership Board. In line with this approach, the Scrutiny Board will assess how well the Partnership is working in practice. However, in determining items of scrutiny work

this year, the Scrutiny Board is also encouraged to explore how it can add value to the work of the Partnership in delivering on the city priorities.

#### Other sources of Scrutiny work

- 3.4 As well as the focus on partnership scrutiny, Scrutiny Boards have and will continue to challenge service directorates. The Scrutiny Boards' terms of reference are determined by reference to Directors' delegations.
- 3.5 The Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate. Such pieces of work may arise from the Scrutiny Board's performance monitoring role. However, other common sources include requests for scrutiny and other corporate referrals.

#### Areas of Scrutiny work brought forward from the previous year

- 3.6 Last year, the Scrutiny Board considered the development of the brownfield land programme and agreed to continue to monitor progress of its implementation in 2013/14.
- 3.7 The Scrutiny Board considered a report in April 2013 on the potential devolution of funding to the Leeds City Region Local Enterprise Partnership by Government in response to the Lord Heseltine review. The Board agreed to consider this matter further following the Government's announcement in its spending review on 26<sup>th</sup> June 2013 as to its proposals for devolution and the Local Enterprise bidding process for funding.
- 3.8 The Scrutiny Board agreed that in 2013/14 it should undertake an inquiry on student accommodation in the city.

#### Utilising the Leeds Census as a valuable data source

- 3.9 The Census is a vital planning tool for both the public and private sectors and the data that is derived from it is an essential element in intelligence led decision making. Such data also helps to build a comprehensive picture of conditions in localities and helps identify the critical issues facing neighbourhoods.
- 3.10 The last Census took place on 27<sup>th</sup> March 2011. It was conducted on a resident basis and the statistics relate to where people usually live, rather than where they were on Census night. Students who were studying away from home during the terms were enumerated at their term-time address.
- 3.11 The "Leeds: The Big Picture" report was considered by the Scrutiny Board in February 2013 which provides a factual analysis of the data produced from the 2011 Census. It compares the data for Leeds to the averages for England and Wales and, where possible, includes comparisons to information from the 2011 Census. This report is available on the Leeds Observatory under the "Resources and Documents" section (<http://www.westyorkshireobservatory.org/Leeds>).
- 3.12 To complement the "Leeds: The Big Picture" report, an additional document has also been produced based on Census data published by the Office for National Statistics

on 30<sup>th</sup> January 2013. The “2011 Census: Comparing the results across Leeds” document focusses on the comparisons between the ten Area Committees in Leeds, but also makes reference to the results by electoral ward and Lower Super Output Area to further demonstrate the extent of the differences across the city at the small area level. A copy of this report was also considered by the Scrutiny Board in February but is attached again to this report as a valuable data source (Appendix 2).

## **4.0 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Director(s) and Executive Board Member(s) holding the relevant portfolios and also the Partnership Chair.
- 4.1.2 The Executive Board Members for Neighbourhoods, Planning and Support Services and Development and Economy have been invited to attend today’s meeting. The Directors of Environment and Neighbourhoods and City Development will be attending today’s meeting.
- 4.1.3 Also attached for Members consideration are the latest Executive Board minutes (Appendix 3).

### **4.2 Equality and Diversity / Cohesion and Integration.**

- 4.2.1 The Scrutiny Board Procedure Rules now state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ‘ to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council’s Equality and Diversity Scheme’.

### **4.3 Council Policies and City Priorities**

- 4.3.1 The terms of reference of the Scrutiny Boards promote a more strategic and outward looking Scrutiny function that focuses on the City Priorities. This particular Scrutiny Board is authorised to review or scrutinise the performance of the Housing and Regeneration Partnership Board. In doing so, the Scrutiny Board will review outcomes, targets and priorities within the Business Plan and “Best City....for living” priorities, as set out within the City Priority Plan.

### **4.4 Resources and Value for Money**

- 4.4.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 Before deciding to undertake an inquiry, the Scrutiny Board is advised to consider the current workload of the Scrutiny Board and the available resources to carry out the work.

## **4.5 Legal Implications, Access to Information and Call In**

4.5.1 This report has no specific legal implications.

## **4.6 Risk Management**

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

## **5.0 Conclusions**

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Director(s), Executive Board Member(s) and Partnership Chair, the Scrutiny Board is requested to consider and confirm the areas of Scrutiny for the forthcoming municipal year.

## **6.0 Recommendations**

6.1 Members are requested to use the attached information and the discussion with those present at the meeting to:

- (i) confirm the areas of Scrutiny for the forthcoming municipal year
- (ii) authorise the Chair, in conjunction with officers, to draw up inquiry terms of reference for subsequent approval by the Scrutiny Board.

## **7.0 Background papers<sup>1</sup>**

7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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**Report of Deputy Chief Executive**

**Report to Executive Board**

**APPENDIX 1**

**Date: 19<sup>th</sup> June 2013**

**Subject: Best Council Plan 2013-17**

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 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**

The current Council Business Plan 2011 to 2015 sets out our strategic priorities and targets. This was refreshed in 2012 to update targets but it was agreed that it would be more formally reviewed after two years. This review has been undertaken and changes are brought forward to Executive Board for their approval prior to going to Full Council. This recognises that the context we operate in has changed significantly over the past 2 years and as a result, therefore, the Council Business Plan also needs to change. The findings of the commission have also been used to further develop and shape our best council ambition in line with becoming a more enterprising council. The key changes for the Board to note are:

- Adoption of a “less is more” approach which has reduced the number of priorities and indicators to provide a clearer focus for the organisation on what is important. Service plans across the organisation will continue to be used to capture and monitor the wider actions and activities.
- In line with this a small set of Best Council Objectives form the central part to the new plan to provide some real clarity and focus for the whole council over the next 4 years. These effectively bring together key elements of the medium term financial plan and annual budget, the people plan, service priorities, our contribution to the outcomes in the city priority plan and organisational development activities in a more coherent and joined up way.
- The plan more clearly sets out what we want to achieve over the medium term ie by Mar 2017 as well as setting out for the first time what we will do over the coming year (2013/14) to enable clearer monitoring of our progress.

- Implementation of a more rolling approach to strategic planning with an annual review of activities for the year ahead. This will mean that the plan is more flexible and responsive.
- Changing the name to the Best Council Plan to better reflect our ambition in this area.

## **Recommendations**

Executive Board are recommended to:

- Approve the Best Council Plan 2013-17 and recommend that Members of Full Council approve the plan at their meeting on 1st July 2013;
- recommend to Members of Full Council that Executive Board be authorised to make “in-year” amendments to these plans as may be required;
- approve the revisions to the Equality Improvement Priorities; and
- authorise the Deputy Chief Executive to complete the plans with any outstanding information prior to their submission for approval to Full Council on 1st July 2013.



## **1 Purpose of this report**

- 1.1 This report brings to Executive Board a new Best Council Plan 2013-17, to replace the current Council Business Plan 2011- 15, for approval prior to going to Full Council. It is important that the Council's strategic plans remain up-to-date, continue to reflect the main challenges, are relevant to the changing financial context and in light of this also include the right level of ambition for the people of Leeds..

## **2 Background information**

- 2.1 The Best Council Plan 2013-17 aims to set out the strategic priorities for the council. It replaces the Council Business Plan 2011-15 following a mid-term review which recognised the significant change in the context for local government such that a new planning approach was needed. The financial challenge is key with the need for a clearer focus on what we do as well a change in the culture of how we work.
- 2.2 The 2012-13 performance report for the current City Priority and Council Business Plans is on the same agenda and this performance position also provides further context for the new plan.

## **3 Main issues**

- 3.1 Since agreeing the Council Business Plan the context for local government has changed dramatically with significant budget cuts and rising demand for public services. Alongside a central Government agenda of devolving power to individuals and communities, increasing choice and providing opportunities for local people to run their own services.
- 3.2 As a response to these challenges Leeds initiated and led a Commission on the Future of Local Government 2012 which sought to examine the role of local government in the 21st century. Central to the work of the commission was the concept of 'civic enterprise'. This is a new leadership style for local government where councils become more innovative and enterprising, business and other partners becomes more civic and communities become more engaged. The findings of the commission have been used to further develop and shape our best council ambition in line with becoming a more enterprising council. For examples the propositions from the commission have been used these to shape the plan in the following ways:
- Becoming civic entrepreneurs - eg shared leadership and values, strong democratic role, outcomes focus and working with communities
  - Stimulating jobs, homes and good growth - eg using the core strategy to good effect, and the Apprenticeship Training Academy to generate jobs
  - Establishing 21st Century infrastructure - eg physical, social or digital infrastructure, such as super-fast broadband, wrap up Leeds, neighbourhood networks

- Devising a new social contract - eg locality working and area committees, community engagement, mitigating impact of Welfare Reform, family group conferencing and other restorative approaches
- Making the most of devolution - eg City Deals and Local Enterprise Partnership

3.3 A new medium term financial plan (2013-17) has been developed alongside the budget for 2013-14 which will enable us to invest in our priorities as well as securing significant savings. As part of this the council has identified a number of programmes of work that are essential to ensuring our financial security in the medium to long term. Some of these programme also deliver our contribution to improving outcomes more directly for the public as well as embedding a civic enterprise approach. Others focus more on future proofing the council through a mixture of “enablers” that change culture and ways of working to create a fit for purpose structure and asset base or are more simply about spending less or generating more income.

3.4 In light of all these changes it is important that the plan continues to be fit for purpose and enables our leaders to focus on what is most important in order to drive the radical change that is needed. The draft Best Council Plan is set out in appendix 1 with the key changes set out below:

- Adoption of a “less is more” approach which has substantially reduced the number of priorities and indicators to provide a clearer focus for the organisation on what is important. Service plans across the organisation will continue to be used to capture and monitor the wider actions and activities.
- In line with this a small set of Best Council Objectives form the central part to the new plan to provide some real clarity and focus for the whole council over the next 4 years. These effectively bring together key elements of the medium term financial plan and annual budget, the people plan, service priorities, business improvement programmes, our contribution to the outcomes in the city priority plan and organisational development activities in a more coherent and joined up way.
- The plan more clearly sets out what we want to achieve over the medium term ie by Mar 2017 as well as setting out for the first time what we will do over the coming year (2013/14) to enable clearer monitoring of our progress.
- Implementation of a more rolling approach to strategic planning with an annual review of activities for the year ahead. This will mean that the plan is more flexible and responsive.
- Changing the name to the Best Council Plan to better reflect our ambition in this area.

3.5 By having a more focused Business Plan more reliance is placed on Service Plans within Directorates. These have been reviewed to cover the period 2013-15 to ensure that they include all the key priorities and performance measures, these will be monitored by within directorates throughout the year and used to directly inform appraisals. These will continue to be published on Insite and updated with progress throughout the year.

- 3.6 The Best Council Plan remains an important element of the overall planning framework and these linkages are set out within the draft plan itself. In particular the link to the City Priority Plan is important. The CPP sets out our Best City ambitions, ie those shared with our partners, in terms of outcomes and priorities along with the indicators we use to measure our success. These are delivered and performance managed by the 5 city partnerships many of whom have also developed a broader strategy/plan that sets out the wider range of outcomes/priorities. The role of the Best Council Plan is, therefore, to set out the council's main contribution to these shared outcomes.
- 3.7 One of the key element of the new plan is the Enabling Corporate Centre project with a central aim of supporting our political and officer leadership in promoting the strategic direction for the council and the city.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 The development of this plan has been subject to consultation with a range of stakeholders including the Best Council Leadership Team, Corporate Leadership Team, key officers and Portfolio holders. Furthermore, and perhaps more significantly the budget for 2013/14 and the medium term financial plan was informed by an extensive consultation process with the public and other key stakeholders. This identified spending priorities as well as endorsing the proposals put forward by the council for delivering the budget reductions eg reducing our asset base and charging for services.
- 4.1.2 The Best Council Plan forms part of the budget and policy framework and in line with the procedure rules the initial proposals for the plan were also subject to further member consultation through the Resources and Council Services Scrutiny Board. Key feedback received from this Board is set out in appendix 2 alongside the response and changes made.

### **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 A screening process has been undertaken on the new plan to look at how equality, diversity, cohesion and integration is relevant to, and addressed within, the new plan and is provided as a background document. Overall good assurance is provided that due regard for equality has been given, or is planned, for the objectives and priorities within the Best Council Plan 2013-17. In a small number of areas (listed below) due regard has not yet been given as these are new priorities which are currently being scoped and developed and are, therefore, not yet at the stage where impacts can be assessed. However, it should be noted that in all cases officers are aware of the requirement to do this and have plans in place to give due regard at an appropriate time:
- Developing a coherent approach to tackling poverty - this is likely to encompass a wide range of work and it is also likely that in many cases arrangements for due regard will already be in place eg recent welfare changes. Also by its very nature this is about addressing inequalities but when developed a screening process needs to ensure that there are not outstanding gaps.

- Asset Rationalisation Plan - whilst due regard has been given for relevant policies like the Community Asset Transfer policy further due regard will need to be given as more specific proposals are developed.
- Public Health - as this has only just transferred to the council public health is continuing to use existing process for giving due regard but will transfer to using the council's policies and procedures over time.
- Income, charging and trading - due regard will need to be given once specific proposals have been developed in this area to ensure decision makers are clear about the potential impacts on different groups.
- Organisational change programmes (inc Enabling Corporate Centre, Business Management and implementation of organisational design principles) - again many of these are still being developed and due regard will need to be given as more specific proposals are identified. Staff Equality Networks will need to be consulted as appropriate with impacts continuing to be monitored through the People Plan Equality Scorecard.

4.2.2 Related to this we have an agreed set of Equality Improvement Priorities 2011-15 which set out a number of specific equality objectives building upon priorities in the existing City Priority Plan and Council Business Plan. As a result of the changes to the Best Council Plan the related Equality Improvement Priorities have been reviewed and a number of changes proposed. The revised Equality Improvement Priorities are set out in appendix 3 and are brought to the Board for approval. Key changes are:

- Adult Social Care equality improvement priorities have been re-aligned to the Better Lives programme
- Revised wording for cultural and sporting priority to "Increase participation in Leeds' cultural and sporting opportunities"

### **4.3 Council Policies and City Priorities**

4.3.1 This report bring to Executive Board an update on the council's priorities which ensures that these remain up-to-date and continue to reflect the most important issues.

### **4.4 Resources and Value for Money**

4.4.1 One of the main aims of the Best Council Plan is to enable the council to deliver the medium term financial plan and as such the resource implications are reflected there. The adoptions of a more rolling approach to business plan will enable better linkage between the annual budget setting and the business planning process.

### **4.5 Legal Implications, Access to Information and Call In**

4.5.1 There are no specific legal implications, all information within this report is available to the public and it is exempt from call in as it is a decision made within the Budget and Policy Framework Procedure Rules.

### **4.6 Risk Management**

4.6.1 The corporate and directorate risk registers are subject to regular review to ensure that they reflect the priorities within the current strategic plans as well as

risk arising from other sources. The Risk Management Policy and processes ensure that the key risks associated with the priorities in these plans are appropriately risk assessed. Once the new plan is agreed a cross check will be done to ensure that key risks are included as appropriate. Supporting performance and risk reporting arrangements will also be reviewed in light of the new plan.

## **5 Conclusions**

- 5.1 The past few years have seen significant changes to the context in which we are working including the general economic climate, government spending cuts, significant policy changes and increasing demands on our services. In light of these changes it is recognised that our strategic plans also need to change and a review of the Council Business Plan 2011-15 has been undertaken. This report brings the revised plan to Executive Board for approval and also proposes that it is renamed the Best Council Plan 2013-17 to better reflect our ambition to be the best council in the UK.

## **6 Recommendations**

- 6.1 Executive Board are recommended to:

- approve the Best Council Plan 2013-17 and recommend that Members of Full Council approve the plan at their meeting on 1st July 2013;
- recommend to Members of Full Council that Executive Board be authorised to make “in-year” amendments to these plans as may be required;
- approve the revisions to the Equality Improvement Priorities set out in appendix 3; and
- authorise the Deputy Chief Executive to complete the plans with any outstanding information prior to their submission for approval to Full Council on 1st July 2013.

## **7 Background documents<sup>1</sup>**

None

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<sup>1</sup> The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Appendix 1 - Draft Plan

# **Best Council Plan 2013 – 2017**

**Leeds City Council  
June 2013**

## **Foreword**

The wider context for local government remains challenging with the toughest financial settlement for decades; the continuing economic downturn; major policy reforms in welfare, education and health; a growing city and increasing demands for services. It would be very easy to become distracted but here in Leeds we have forged a different path. Instead, we have looked forward and led a national Commission on the Future of Local Government. This proposed an ambitious and positive vision of the future of local democracy, with ward councillors at its heart as community champions. It set out three key roles for councils: a new social contract between councils and citizens around service provision, an economic role to help stimulate jobs and an environmental one to build new 21st Century infrastructure - from superfast broadband to public green spaces. The commission also recognised the need to continue to seek more powers from Whitehall to enable us to shape our own destiny.

This adds up to a very exciting blueprint to bring to life what we mean by becoming the best council in the best city in the UK. This plan - the Best Council Plan - is another important step to make this vision a reality. It sets out what we will do over the next few years to improve the quality of life for our citizens, especially those that are poor or vulnerable, make it easier for people to do business with us and achieve the savings needed to meet the financial challenges. In developing this plan we can also reflect on some of the successes we have achieved over the past year like completing the construction of a world leading new Arena; the opening of the Trinity shopping centre - the largest of its kind to open in Europe in 2013 - bringing over 4,000 jobs; securing the Tour the France and Rugby League World Cup; increasing the number of young people who have jobs or are in education or training; enabling more children to remain safely at home with their families; supporting more people with social care needs to live independently and have control over their care; increasing recycling; and reducing burglary to unprecedented low levels. All this at the same time as we delivered significant savings in our budget - with local government continuing to be by far the most efficient area of the public sector.

The message from our commission is that all of this is possible despite the cuts, but only if we all pull together and make sure that this council is run to enable front line services to achieve the outcomes the people of Leeds need. We are all going to need to work differently and consider new ideas that ensure quality services can be offered to people. We need to make the people of Leeds proud of their council and I know with your continued help and commitment we can do it.

Cllr Keith Wakefield (Leader of the Council)

Tom Riordan (Chief Executive)

**Best Council Plan 2013-17 - towards being an enterprising council**

<b>Our ambition and approach</b>				
<b>Our Ambition</b> is for Leeds to be the best city and Leeds City Council to be the best council in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful.				
<b>Our Approach</b> is to adopt a new leadership style of <b>civic enterprise</b> , where the council becomes more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city.				
<b>Our best council outcomes</b>				
<ul style="list-style-type: none"> <li>• Improve the quality of life for our residents, particularly for those who are vulnerable or in poverty;</li> <li>• Make it easier for people to do business with us; and</li> <li>• Achieve the savings and efficiencies required to continue to deliver frontline services.</li> </ul>				
<b>Our best council objectives</b>				
<b>Building a child friendly city</b> – improving outcomes for children and families. With a focus on: <ul style="list-style-type: none"> <li>• our 3 partnership 'obsessions' (looked after children, NEET's<sup>2</sup> and attendance)</li> <li>• raising educational standards and narrowing the gap for vulnerable groups</li> <li>• ensuring enough school places as the city grows</li> </ul>	<b>Dealing effectively with the city's waste</b> – minimising waste in a growing city. With a focus on: <ul style="list-style-type: none"> <li>• ensuring a safe, efficient and reliable waste collection service</li> <li>• providing a long term solution for disposing of our waste</li> <li>• increasing recycling</li> <li>• reducing landfill tax costs</li> </ul>	<b>Promoting sustainable and inclusive economic growth</b> - improving the economic wellbeing of local people and businesses. With a focus on: <ul style="list-style-type: none"> <li>• helping people into jobs,</li> <li>• boosting the local economy,</li> <li>• providing housing as the city grows</li> <li>• getting people active</li> <li>• generating income for the council</li> </ul>	<b>Delivery of Better Lives programme</b> – helping local people with care and support needs to enjoy better lives. With a focus on: <ul style="list-style-type: none"> <li>• giving choice</li> <li>• helping people to stay living at home</li> <li>• joining up health and social care services</li> <li>• creating the right housing, care and support</li> </ul>	
<b>Ensuring high quality public services</b> – improving quality, efficiency and involving people in shaping their city. With a focus on: <ul style="list-style-type: none"> <li>• tackling poverty</li> <li>• getting services right first time</li> <li>• improving customer satisfaction</li> <li>• improving roads</li> <li>• tackling domestic violence</li> <li>• improving public health</li> <li>• improving housing</li> </ul>				
<b>Becoming an efficient and enterprising council</b> - streamlining ways of working and developing our people. With a focus on: <ul style="list-style-type: none"> <li>• encouraging an enterprising culture and behaviours</li> <li>• developing a flexible workforce</li> <li>• maximising income and trading</li> <li>• reducing costs and improving value for money</li> <li>• improving commissioning and procurement</li> <li>• introducing flatter simpler staffing structures</li> <li>• reducing office space</li> <li>• rolling out flexible, mobile working, simpler processes and using technology better</li> <li>• encouraging volunteering and social enterprise</li> </ul>				
<b>Our values: underpinning all that we do</b>				
<b>Working as a team for Leeds</b>	<b>Being open, honest and trusted</b>	<b>Working with communities</b>	<b>Treating people fairly</b>	<b>Spending money wisely</b>

<sup>2</sup> Young people who are not in education, employment or training



## **Introduction**

Leeds has an ambition to become the best city in the UK – fair, open and welcoming with an economy that is both prosperous and sustainable so all our communities are successful.

This is a challenge that requires a clear focus on what we do as well a change in the culture of how we work. The Commission on the Future of Local Government set out a new leadership style of **civic enterprise**. This is where the council becomes more enterprising, businesses and partners become more civic, and citizens become more actively engaged in the work of the city. The council will become smaller in size but bigger in influence, with the democratic mandate of members extended.

This ambition is set against an increasingly challenging environment. We, like many other cities, are still dealing with the impact of the global financial crisis, alongside changes to policy like the reform of the welfare system and reductions in public sector spending. The challenging economic conditions combine with a growing and aging population to increase demand for our services. Add to this the tough funding reductions from Government, and we need a new approach that is innovative, engaging, responsive and outcome-focused.

## **Current position**

We have achieved a great deal in difficult circumstances since we published our last Council Business Plan in 2011. We have made progress with our partners, in improving the lives of the people of Leeds against city-wide priorities (see annex A); realised significant financial savings; reduced our workforce, without a day lost to industrial action; continued to bring investment into the city and improve infrastructure (with more planned); built strong partner relationships and a diverse third sector; and most important we have a committed workforce increasingly being driven by the council values. Add to this our leading role in the collaborative work across the wider city region and North, we are well placed to seize the opportunities offered through increased devolution.

Some highlights of achievement from our last Council Business Plan are:

- The economic infrastructure of the city has seen significant investment – the Arena, the Trinity shopping centre, HS2, the Apprenticeship Training Agency, City Deal;
- The profile and reputation of the city continues to develop positively, with a successful programme of events around Olympics and Paralympics. More recently the city secured the Grand Depart of the Tour de France in 2014 which is the biggest annual sporting event in the world;
- Leeds remains on target to continue to reduce time older people spend in residential and nursing care homes supported by the local authority – thus lengthening the time people stay in their own homes in the community;
- Outcomes for children and families are improving with educational standards, including school attendance, the highest ever recorded in the city. More young people are engaged in learning and training post-16 and there are on-going reductions in the need for children to enter local authority care with children remaining safely with their families;

- Recycling rates continue to improve and are the highest ever for the city and the delivery of a sustainable waste solution took a step forward with funding secured and planning permission granted;
- The council is increasingly values driven in its culture and ways of working with the continued robust financial planning and management. Since 2010/11 the grant from Government has reduced by £94m and we have continued to balance the budget at the end of each year.

### **City and council context**

Leeds is the second largest metropolitan local authority in England covering an area of 552 square kilometres. It is an area of great contrasts. It includes a densely populated, inner city area with associated challenges of poverty and deprivation, as well as a more affluent suburban and rural hinterland with villages and market towns. The most recent census (2011) indicates that Leeds has a population of 751,500 people living in 320,600 households, representing a 5% growth since the last census of 2001. Leeds has a relatively young and dynamic population and is an increasingly diverse city with over 140 ethnic groups including black, Asian and other minority ethnic populations representing almost 19% of the total population compared to 11% in 2001.

In terms of the economy, Leeds has over 24,000 VAT registered businesses, with an estimated 445,000 people working in the city, a workforce projected to grow by over 10% in the next decade. Leeds is by far the largest centre of economic activity in the region, the total value of the economy is estimated to be £18bn per annum (GVA). We have a renewed focus on our inward investment and work to raise the profile of the city, through Leeds and Partners, and the recently published One Voice: One Ambition, a city proposition which offers great potential.

Leeds City Council has 99 councillors, three for each of 33 designated areas of Leeds known as electoral wards. The city is represented in government by eight MPs. The council employs approximately 12,500 people and spends almost £2 billion (2013/14) each year to deliver hundreds of different services both directly and with our partners.

The size of the city means that the scale of service delivery by the council is also considerable with 3000 km of roads to clean and maintain; over two million bin collections per month; 4000 hectares of parks/green space to look after; around 22,100 of over 65s in need of formal social care services; just under 70,000 tenants in 58,000 council houses, more than 260 schools and approximately 180,000 children and young people, of which we look after almost 1,400 as corporate parents.

### **Realising our best council ambition: towards being an enterprising council**

We have a clear vision based on **civic enterprise** developed through our leading role in the work of the Commission on the Future of Local Government. This vision, despite the unprecedented challenges facing us, provides a positive outlook and a route to respond to the financial cuts without compromising our ambitions. The vision places significant value on public service, employee engagement and trades union relations; broadens the mandate for locally elected members, because they are valued for being the voice of the community and improving the lives of local people; and develops a different kind of council, that is smaller in size but bigger in influence. Taken together, the following

five propositions about the future role of local government is a powerful combination to enable us to become more enterprising.

We are encouraging **civic entrepreneurs** within the council and the city. These are people, from any walk of life, who see a challenge and work with others to tackle it in a sustainable way. For example: identifying opportunities rather than problems; developing innovative solutions to financial constraints; and, using social and digital media for dynamic results rather than more traditional approaches. We want to enable civic entrepreneurs to flourish because we need everyone to fulfil their potential and play a role to help achieve the shared ambitions. Community leaders, interest groups, councillors and colleagues are seizing the opportunity and making a difference. Within the council, our focus on values and behaviour - team-work, transparency, fairness, community focus and value for money - will continue as a way to release the potential talent we have and empower it to contribute in a civic enterprise way. It will require flatter and simpler structures, so that decision-making and action is closer to the customer and communities. It will demand a more *outcome* than *service* focus on problems, in order that people can work better together towards solutions. For members, the area lead member role, with more influence, is important. For officers, this will mean, a continued focus on our calls to action - quality communications, quality appraisals, keeping within budget, and being innovative.

We are using our democratic leadership and key delivery partner role, in the city and beyond, to **stimulate jobs, homes and economic growth**. This is crucial because of the challenges we face, the changing structure of local government finance and the policy direction around economic growth. We will encourage socially responsible growth, as an antidote to the welfare changes and put it at the heart of our anti-poverty drive. We already have significant infrastructure developments underway that are being very actively promoted and supported by the council. These aim to provide employment for local people and are engaged with local communities. More widely we are working with local employers to maximise employment opportunities for young people, the establishment of the Apprenticeship Training Agency is key to this. We are taking a different approach with our Core Strategy to ensure that there is wider ownership of the approach to site allocation and that we have the capacity to enable the number of new homes that are needed in the city. We are working with Leeds and Partners to raise the profile of the city as a place to invest and visit.

We are working with others to stimulate innovation to help **establish 21<sup>st</sup> century infrastructure** – for example, physical, social, digital infrastructure – that will be valued by future generations. We need to think differently about what the new utilities of the future will be, for example viewing individuals, families and communities as a central part of the solution. We already have ultrafast broadband through Interconnected Cities, jointly with Bradford. We have work underway on New Generation Transport – being the first UK city to get a modern trolleybus system; HS2, including a brand new station; a more strategic approach to transport investment as part of the new City Deal; the advanced manufacturing health hub; our approach to improving household energy efficiency and district heating; and the development of a new residual waste treatment facility which will recycle over half of all household waste by 2016.

We are working with individuals, families and communities to co-create a different relationship and **devise a new social contract** to work *with* people rather than simply

deliver services *to* them, so that families and individuals can access co-ordinated, effective, care and support. This will help reduce reliance on services where it is not needed and ensure quality responsive provision to the most vulnerable. We are empowering communities, families and individuals to plan and prepare for their future, to reach out to those around them who may need support that best enables them to meet their goals and aspirations. In children's services, we are using family group conferencing and restorative practice more generally to change our approach. Developing the way area committees and local members fulfil their role in relation to outcomes and services is another example of where this proposition can help us shape the future.

We are working collaboratively with others to **make the most of devolution** and demonstrate that we are deserving of more powers to make a difference locally. Leeds has very close links with its neighbours, the wider city-region is a functioning economic area, defined by the way our businesses operate and our residents live their lives. Covering all of West Yorkshire and stretching into York, North and South Yorkshire, it has a common labour market, patterns of commuting, economic activity and housing. The city-region is the largest in the UK outside London. It is home to three million people, 100,000 businesses and generates 5% of national economic output. The City Deal Combined Authority, regional and devolved transport and infrastructure funding are all components of this work as would any future city deal arrangements be.

These propositions are interlinked and overlapping. They do not provide detailed answers but do provide a stimulus to think and act differently. Through the life of the Best Council Plan, we will expect language, behaviours and actions to be different as we lift our horizons to focus on outcomes. We will challenge ourselves more to be innovative and take risks in order to achieve our ambitions. We will also expect businesses, partners, the third sector and the public to make their contribution.

### **Our best council outcomes and objectives 2013-2017**

Drawing our intended direction together we have agreed three best council outcomes that will drive our priorities over the next four years:

- 1. Improve the quality of life for our residents, particularly for those who are vulnerable or in poverty;**
- 2. Make it easier for people to do business with us; and**
- 3. Achieve the savings and efficiencies required to continue to deliver frontline services.**

These will be delivered through six best council objectives for the period 2013-17 which give more detail on **how** we will achieve our outcomes.

- 1. Ensuring high quality public services**
- 2. Dealing effectively with the city's waste**
- 3. Building a child friendly city**
- 4. Delivery of Better Lives programme**
- 5. Promoting sustainable and inclusive economic growth**
- 6. Becoming an efficient and enterprising council**

We developed these as part of our approach to financial planning during 2012, through leadership events, public engagement, scrutiny and political engagement. These outcomes and objectives are essential to ensuring our financial security in the medium to long term, crucial for our contribution to becoming the best city and will be supported by a range of cross-cutting activity which will promote an **enterprising organisational culture** that has the needs of our community and anti-poverty as its heart.

For each objective we have set out the broad intention, together with performance measures and targets for achievement by 2017. Also identified are operational and strategic priorities for 2013/14 against which we will assess progress over the first year of delivery. Whilst this plan sets out the overall strategic direction for the council and identifies our key objectives, it will be implemented through directorate and service plans, budget action plans, major projects and programmes as well as through individual appraisal objectives. These links are set out in annex A. We recognise that these priorities do not stand alone and are inter-dependent. They will require a broad range of contributions from right across the organisation for their successful delivery.

We will review and publish our progress regularly in order to assess whether the pace of change is adequate. This will look at qualitative as well as quantitative information and draw upon as wide range of data and intelligence as required. Our performance management arrangements also include independent and robust challenge by our elected members through Executive Board, scrutiny and area committees to ensure the public are getting the best out of their public services. We will engage with our customers, workforce, members, partners and trade unions about progress and further challenges.

We know that things change, so this plan will be subject to an annual review directly linked to the budget setting process, which will ensure that the plan remains live and dynamic to meet the needs of the people of Leeds. The views of elected members and scrutiny boards, the views of our citizens and feedback from our customers will be an important element of this review process.

The Best Council Plan is an important element of the city's planning framework and Annex A sets out how this plan sits alongside and contributes towards the city-wide strategic context.

In conclusion, we have an opportunity to embrace a more positive outlook for local government so that we can still achieve our ambitions, but it means that things will not be the same. These objectives could make a significant difference to the council and the city, but can only be delivered if everyone who can contribute is able to do so.

<b>Best council objective: ensuring high quality public services</b>	
<p>The council directly provides or commissions a wide range of services like housing, libraries; highways, benefits, parks, education, sports centres, community safety, street cleaning, social care, improving skills and supporting people into employment. It is important that these are of a high quality, meet the needs of our customers and deliver value for money. Within the current financial context budgets are shrinking and difficult decisions will need to be made in terms of what services we provide and how we deliver them. We recognise that our services need to be more locally responsive and integrated. We need to support councillors, staff, partners, customers and communities to also enable them make their best contribution to improving outcomes. Broadly this will mean strengthening democratic leadership, both city-wide and locally; better engaging and involving the public in shaping their neighbourhoods and services and making best use of our assets to improve outcomes and the customer experience.</p> <p>Alongside this broader improvement we also recognise that there are some services that need a step change, a new approach or more radical improvement these will also be captured within this section of the plan. In this way we will ensure they receive the right level of political and officer focus. All other service delivery and improvement priorities will continue to be captured in service plans.</p>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• Improved customer satisfaction across range of services</li> <li>• Reduced avoidable contact from customers</li> <li>• Increase the number of service requests fulfilled at the first point of contact</li> <li>• Significant reduction in the running costs of the asset base.</li> <li>• Increase the number of buildings in good or excellent condition</li> <li>• Reduce carbon footprint of our buildings</li> <li>• Increased budget devolved for local determination</li> <li>• Public feel they have more influence on local decision making</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
<i>Cross cutting improvement</i>	
<p>Customer Access</p> <ul style="list-style-type: none"> <li>• Delivery of transactional web and on-line services to facilitate channel shift and self-service.</li> <li>• Ensure maximum value is obtained from existing telephony and face to face Infrastructure</li> <li>• Integration of face to face services</li> </ul>	<ul style="list-style-type: none"> <li>- Self-serve infrastructure for environmental and waste service in place with roadmap for future roll out agreed</li> <li>- Demonstrable channel shift away from telephone and face to face contact through early win activity</li> <li>- Integrated customer services with single management structure within the city centre one-stop</li> </ul>
Develop a coherent approach to tackling poverty.	<ul style="list-style-type: none"> <li>- Mitigate negative impacts of welfare changes eg homelessness etc</li> <li>- Strategy in place by Mar 2014</li> <li>- Remodelled advice services in place</li> <li>- Other success measures to be confirmed as programme develops</li> </ul>

Development and implementation of asset rationalisation plan.	<ul style="list-style-type: none"> <li>- Asset Management Plan developed and approved</li> <li>- Ward members engaged and involved throughout process</li> </ul>
Implementation of Area Review Delivery Plan.	<ul style="list-style-type: none"> <li>- Local youth activity programme successfully commissioned by area committees</li> <li>- Area lead members in place, trained and influencing decisions within council and with partners</li> <li>- Review how area committees operate and implement recommendations</li> <li>- Further delegations ready for implementation 2014/15</li> </ul>
<i>Service improvement</i>	
Public Health is embedded and effectively delivering health protection, health improvement and population health care.	<ul style="list-style-type: none"> <li>- Increase in successful completions of drug and alcohol treatment designed to support recovery</li> <li>- Increase in number of people accessing stop smoking services</li> <li>- Increase in HIV testing in MSM (men who have sex with men)</li> <li>- Increase uptake of NHS health check in areas of greatest health inequalities</li> <li>- Each council directorate and Clinical Commissioning Group business plan includes actions that contributes to the health and wellbeing strategy priorities</li> </ul>
Reducing the prevalence and impact of domestic violence.	<ul style="list-style-type: none"> <li>- Increased customer satisfaction with, and confidence in, domestic violence services</li> <li>- Improved range of responses in relation to perpetrators</li> <li>- Improved information sharing across agencies</li> </ul>
Quality highways assets including carriageways and structures (e.g. tunnels and bridges)	<ul style="list-style-type: none"> <li>- Reduce the numbers of people Killed or Seriously Injured (KSI) on the city's roads</li> <li>- Maintain the percentage of roads assessed as in need of structural repair</li> <li>- Reduce the percentage of highways' structures in need of essential repair</li> </ul>
Housing management review.	<ul style="list-style-type: none"> <li>- Complete housing management review and implement recommendations</li> <li>- Improved tenant satisfaction and value for money</li> </ul>

<b>Best council objective: dealing effectively with the city’s waste</b>	
<p>This is a high profile and important service for our community with significant implications where we fail to deliver a good service. There are significant challenges regarding the financial sustainability of our current approach with costs continuing to increase including most significantly the expense of disposing waste to landfill. We also require a new social contract with Leeds’ residents on recycling to enable them to more fully contribute to minimising waste in a growing 21<sup>st</sup> century city. This priority aims to deliver significant changes to ensure a safe, efficient and reliable waste and recycling collection service that meets the needs of residents, increases recycling and minimises waste to landfill (thus minimising future costs of landfill tax to the city). This includes implementing a long-term solution to dealing with waste, introducing alternate weekly collections and increasing recycling to help reduce the level of landfill tax. This is supported by a renewed focus on health and safety; and, improving the systems and data, to ensure more focus on feedback from our customers to drive service improvement.</p>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• Increased percentage of waste is recycled</li> <li>• Reduced numbers of missed bins</li> <li>• Reduced amount of waste going to landfill</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
Improved reliability of refuse service.	<ul style="list-style-type: none"> <li>- Reduced number of missed bins</li> <li>- Improved response to customer complaints</li> </ul>
Increased recycling and less waste to landfill.	<ul style="list-style-type: none"> <li>- 46.4% recycling by end of 2013/14</li> <li>- Waste sent to landfill is less than 142,000 tonnes</li> <li>- Progress in delivery of the waste solution is on time and to budget</li> </ul>



<b>Best council objective: building a child friendly city</b>	
<p>One of our wider ambitions to be the best city for children. We want to do this by building a <b>child friendly city</b> through the development of increasingly <b>effective cluster and partnership working</b>. As part of this long term ambition we have identified a number of priorities:</p> <ul style="list-style-type: none"> <li>• Leeds has historically had higher numbers of children looked after than similar cities with the significant social and financial cost implications that are associated with this. Therefore, we are aiming to safely reduce the numbers of children looked after by implementing a comprehensive programme of actions. This includes improving placement commissioning; investing in early intervention and prevention in clusters across the city; and encouraging more individuals and families in Leeds to become foster carers. By safely reducing the numbers of children looked after we can further invest in prevention and other priorities.</li> <li>• A key challenge for schools, academies, early years settings and colleges in Leeds is to raise standards and tackle under performance at all key stages with increased pace with a special focus on narrowing the gap in outcomes for the most vulnerable groups of learners. There are now many more good and outstanding schools and early years settings in the city, but there are still some that fall below the floor standards or have inconsistent results. Where this is the case the council needs to take strong action to provide the appropriate support and challenge.</li> <li>• The city is growing and this include the number of school age children and it is a statutory duty for the council to ensure enough school places across the city. This increasing demand is starting to impact in primary schools now and will be an issue for secondary schools predicted from 2015-16. Key challenges are the limitations on national funding; effective cluster and partnership working to identify and meet local demand in communities across the city; as well as the increasingly diverse range of education provider including academies, trusts and free schools.</li> </ul>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• Reduced numbers of children looked after</li> <li>• Reduced external placement costs</li> <li>• Good progress across all aspects of the Children and Young People’s Plan and especially the obsessions</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
Children’s partnership obsessions – <b>including reducing number children looked after.</b>	<ul style="list-style-type: none"> <li>- More children and young people will be supported to remain within their own family network in a safe and appropriate way</li> <li>- School aged children are engaged in a learning setting</li> <li>- More young people are engaged in education, employment or training</li> </ul>
Leeds Education Challenge.	<ul style="list-style-type: none"> <li>- Higher percentage of schools achieving good or outstanding Ofsted<sup>3</sup> judgments</li> <li>- Reduction in the number of schools in Ofsted categories</li> <li>- Evidence for a “narrowing of the gap” in educational achievement</li> </ul>

<sup>3</sup> Office for Standards in Education, Children’s Services and Skills

School places – meeting basic need.	- Ensure provision of sufficient local school places for all Leeds children
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<b>Best council objective: delivery of Better Lives programme</b>	
<p>The Better Lives programme introduces new arrangements that will help local people with care and support needs enjoy better lives. The council is working with a broad range of organisations to ensure that there are wider care and support choices available and better ways for people to gain access to them. Our focus remains on ensuring that people with care and support needs can access services earlier; and that care and support help reconnect people at risk of isolation back with their communities and delay the need for institutional care. There are therefore opportunities for a new social contract with our communities with local people driving local solutions that better meet their needs in a sustainable and cost effective way. People with social care needs will receive co-ordinated, effective, personalised support from a range of agencies in the health, social care, independent and third sectors, all working together.</p>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• A greater proportion of people will be helped to recover from illness or to manage a long term condition through the use of a range of joined up health and social care services</li> <li>• Users of health and social care services will report increased level of satisfaction</li> <li>• There will be increased numbers of volunteers in commissioned services</li> <li>• There will be a greater variety of localised community based and user led organisations meeting personalised needs</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
Better lives through integration.	<ul style="list-style-type: none"> <li>- A further 800 people will be supported at home through a package of reablement<sup>4</sup></li> <li>- Hospital admissions and long term care placements will be reduced in South Leeds as a result of the opening of the South Leeds Independence Centre</li> <li>- Holt Park Active will open in December 2013</li> </ul>
Better lives through housing, care and support.	<ul style="list-style-type: none"> <li>- 70% of people surveyed will report that they are satisfied with their care and support</li> <li>- The unit costs of long term care placements will be lower</li> <li>- 40 more people will receive support from their local communities purchased with direct payments</li> </ul>
Better lives through enterprise.	<ul style="list-style-type: none"> <li>- 50 more volunteers will be trained through the 'volunteering in the community programme'</li> <li>- 4 more community based and user led organisations will support people to meet their personalised needs</li> <li>- Business cases for alternative service delivery models for 2 existing services will have been developed</li> </ul>

<sup>4</sup> Learning or re-learning the skills for everyday living

<b>Best council objective: promote sustainable and inclusive economic growth</b>	
<p>Through stimulating sustainable economic growth (including housing growth and regeneration) we can not only improve the economic wellbeing of local people and businesses, but we can also generate income for the council through new homes bonus, council tax and business rates, and the community infrastructure levy. Improving the economic fortunes of the city should also reduce demand on services (e.g. reductions in unemployment benefits, business closures, improving prospects for young people, greater health and well-being). We will do this through working in partnership with the city's business community. At the Leeds City Region level, there is further potential to unlock funding for transport, infrastructure, skills, and economic development. It will be vital to demonstrate a strong track record to make a powerful case to Government for further devolution of funding and other powers.</p>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• Optimise the current amount of the business rates base level</li> <li>• Number of new homes delivered and empty properties brought back into use.</li> <li>• Optimise amount of New Homes Bonus secured</li> <li>• Increased number of jobs in Leeds</li> <li>• Increased percentage of working age population that is economically active</li> <li>• Maximise income from capital receipts</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
Maximise employment opportunities for local residents	<ul style="list-style-type: none"> <li>- 250 apprenticeship starts</li> <li>- 2700 residents supported into jobs</li> <li>- 6000 people with improved skills</li> </ul>
<p>Progressing key infrastructure projects including:</p> <ul style="list-style-type: none"> <li>• Arena</li> <li>• NGT</li> <li>• Victoria Gate /John Lewis</li> <li>• Leeds Station</li> <li>• Flood Alleviation</li> <li>• East Leeds Extension / Thorpe Park</li> <li>• Aire Valley (including South bank)</li> <li>• Kirkgate Market</li> <li>• West Yorkshire Transport Fund</li> </ul>	<ul style="list-style-type: none"> <li>- All projects on track to agreed timetables with milestone met</li> </ul>
<p>Deliver Local Development Framework</p> <ul style="list-style-type: none"> <li>• Core Strategy</li> <li>• Site Allocations</li>   <li>• Community Infrastructure Levy (CIL)</li> </ul>	<ul style="list-style-type: none"> <li>- Core Strategy submitted April 2013; examination Autumn 2013</li> <li>- Site Allocations issues and options to Development Plan Panel April 2013 and Executive Board May 2013</li> <li>- CIL examination Winter 2013</li> </ul>

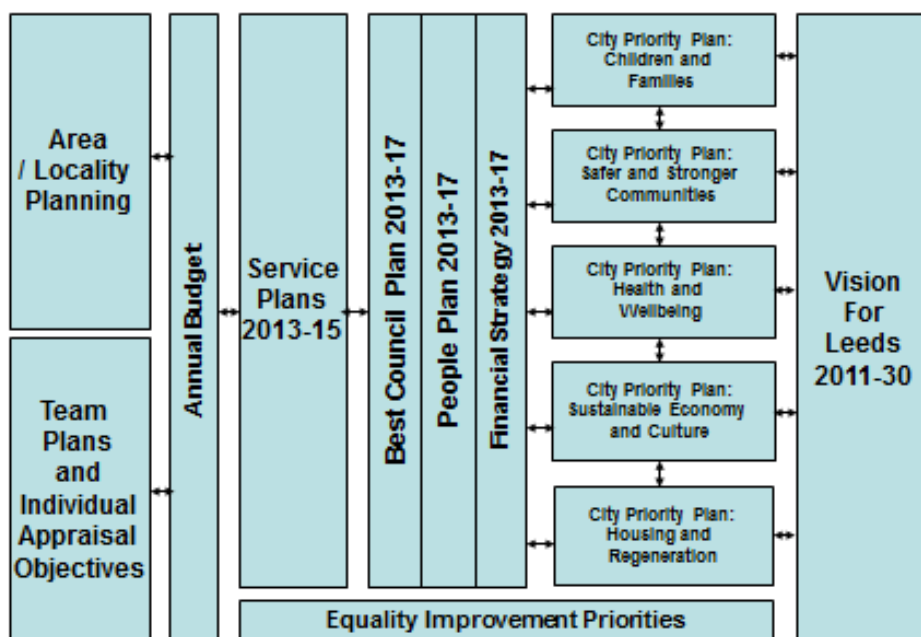
<p>Develop a coherent approach to meeting housing need.</p>	<ul style="list-style-type: none"> <li>- 3200 empty properties brought back into use</li> <li>- There will be a 300 net reduction in long term empty homes</li> <li>- 407 affordable houses provided</li> <li>- 2200 new housing units delivered</li> </ul>
<p>Enjoy an active and creative city where:</p> <ul style="list-style-type: none"> <li>• all cultural organisations feel they have a voice and influence over cultural direction; and</li>   <li>• inactive people have become active</li> </ul>	<ul style="list-style-type: none"> <li>- establish an elected Cultural Executive by October 2013</li> <li>- produce delivery plans for major events in 2013/15 including Tour de France, Rugby League World Cup &amp; British Art Show 8</li>   <li>- contribute to reduced health inequalities through the Leeds Let's Get Active project</li> <li>- development of a cycling legacy by March 2014</li> <li>- submit application for Cycle City Ambition; Grant by April 2013</li> </ul>
<p>City Growth Deal</p>	<ul style="list-style-type: none"> <li>- develop a City Growth Deal proposal by March 2014</li> </ul>
<p>Attract large-scale external investment in low-carbon technologies to Leeds</p>	<ul style="list-style-type: none"> <li>- successful bid for technical assistance funding</li> <li>- establish Leeds City Region Green Deal partnership</li> <li>- joint delivery of 5,000 energy efficiency measures in Leeds properties per year</li> </ul>

<b>Best council objective: becoming an efficient and enterprising council</b>	
<p>Going forward the council will be smaller but more entrepreneurial and influential. We will need to work differently, change our approach and culture and reshape our structures. We have recognised that a clear approach to organisational design and alternative delivery models is central to service development and improvement and to the achievement of our ambitions. We will have some design principles to help us achieve this, that will mean we have flatter, simpler structures and a much more flexible approach with our workforce. We need an agile and resilient workforce with the right skills and ability to work flexibly. We have a number transformational change projects which aim to improve customer service, streamline internal ways of working, further develop an enterprising culture and make efficiencies. There is also a range of work which focuses on culture, developing people and leadership. This work aims to engage individuals across the council and the partnership to ensure all aspects are included eg officer development; member development; community engagement; a key delivery partner approach; partnership development; communication; and managing change. In the current financial environment we also need to maximise our income generation, with the council becoming more entrepreneurial by developing services in new markets. At the same time we do need to be careful of any unintended consequences such as impact on vulnerable groups, multiple impacts on the same individuals from separate decisions or a low return on investment. Where we do subsidise services we must also make sure that these are transparent, justified and support our priorities.</p>	
<b>Performance measures and targets 2017</b>	
<ul style="list-style-type: none"> <li>• 100% of staff successfully taken through new ways of working in city centre and priority locality projects</li> <li>• 35% reduction in city centre office space requirement</li> <li>• Reduction in headcount and agency staff in line with medium term financial plan</li> <li>• 30% savings in support services by 2017</li> <li>• Above inflation increase in total income</li> <li>• 100% staff have had a quality performance appraisal</li> <li>• Improved staff engagement</li> <li>• 100% decisions include equality and consultation</li> <li>• Improved attendance</li> </ul>	
<b>2013/14 Priorities</b>	<b>What will success look like in March 2014</b>
<p>Continuing the focus on the values and calls to action of:</p> <ul style="list-style-type: none"> <li>• Quality Appraisals</li> <li>• Effective communication and engagement</li> <li>• Delivery 13/14 budget</li> <li>• Innovation</li> </ul>	<ul style="list-style-type: none"> <li>- 100% staff have had a quality performance appraisal</li> <li>- Increase employee engagement levels equal to or greater than 75%</li> <li>- 100% important decisions include due regard for equality and evidence of consultation as appropriate</li> <li>- Improved attendance with a target of 8.5 days absence per full time equivalent delivered</li> <li>- The 2013-14 budget is on track with no significant over or underspends</li> </ul>

<p>Develop leaders at all levels that drive an enterprising culture</p>	<ul style="list-style-type: none"> <li>- Our listening and engagement programme has expanded</li> <li>- Leaders and managers are equipped to deliver in an enterprising organisation</li> <li>- Our workforce is more diverse through increased employment opportunities</li> </ul>
<p>Develop a flexible workforce</p>	<ul style="list-style-type: none"> <li>- Staffing resources optimised in line with workforce plans</li> <li>- New solutions in place to enable staff to change jobs effectively</li> <li>- Early Leavers Scheme delivered</li> </ul>
<p>Changing the workplace - for a supported, agile workforce exploiting mobile technologies and reducing the number of buildings we occupy:</p> <ul style="list-style-type: none"> <li>• Phase 1 city centre</li> <li>• Phase 2 localities</li> </ul>	<ul style="list-style-type: none"> <li>- Phase 1: 1300 staff taken through new ways of working</li> <li>- Phase 2: early win project(s) being implemented with delivery partners - linked to 'using our assets effectively'</li> </ul>
<p>Business management - for streamlined and improved business support services at a lower overall cost.</p>	<ul style="list-style-type: none"> <li>- Business management early wins being delivered.</li> <li>- All baseline work completed with a 4 year road map established for future roll out</li> </ul>
<p>Enabling corporate centre project.</p>	<ul style="list-style-type: none"> <li>- Establish Strategy and Resources and Customer Services and Communities directorates</li> <li>- Streamlined and consistent management structures within the new directorates</li> <li>- Improving corporate and professional support to all council services</li> </ul>
<p>Scoping opportunities and developing a programme of to maximise income and trading</p>	<ul style="list-style-type: none"> <li>- Establish Civic Enterprise Leeds to further develop traded services, and to consider new models of operation</li> <li>- Review our internal recharging arrangements to reduce unnecessary bureaucracy</li> <li>- Identify opportunities for income generation for 14/15 budget setting process, whilst ensuring that there are no unintended consequences</li> </ul>

## Annex A: City-wide strategic planning context

The Best Council Plan sits alongside and contributes to a number of other plans. Here is how they fit together:



**Service plans 2013-15, team plans and appraisals objectives:** sets out what each service is seeking to achieve over the next two years including contributions to the delivery the Best Council Plan or City Priority Plans, business as usual activity and any service improvement or development objectives. They provide a vital link from the strategic level plans through to team plans and individual appraisal objectives which are developed from service plans.

**Area/locality planning:** at both area committee, ward and neighbourhood level a range of plans exist which bring together priorities which are based on the specific local needs of an area. Whilst these are informed by, and build upon, the city wide priorities they also recognise that for a large and diverse city like Leeds plans need to be tailored to reflect local circumstances.

**Financial strategy 2013-17 and annual budget:** the annual financial plan is our approved budget for revenue spend for the year. This is developed and agreed on an annual basis within the context of our longer term financial plan for the council, setting out how resources will be aligned to the council's "Best Council" ambitions for the 4 year period up to 2016/17

**Best Council Plan 2013-17:** the council also has an ambition to be the best council and this plan sets out how will adopt a new leadership style of civic enterprise to achieve this ambition. It includes a range of actions to improve services, change culture, work differently, become more enterprising and respond to financial environment.



**Equality Improvement Priorities:** sets out what we are going to do to continue to remove and reduce barriers that may prevent some people from fully participating in the social, cultural, political and economic life of the city. These priorities are produced to ensure that the council meets its legal duties under the Equality Act 2010 and sets out the council's continued commitment to equality. These are closely aligned to the Vision for Leeds, the City Priority Plan and the Best Council Plan in order to ensure a more integrated approach to equality in the council's strategic planning framework.

**People Plan 2013-17:** sets out the council's priorities for its people across five themes – flexible, healthy, enables, engaged and performing – with the aim of enabling the council to achieve its ambition through its people. It is underpinned by the council values, our commitment to joint working with the Trade Unions and our commitment to civic enterprise through working with the public, private and voluntary sectors.

**City Priority Plan 2011-15:** identifies the outcomes/priorities to be delivered by the council and its partners over the next four years on our journey to be the best city in the UK. Including a set of indicators we will use to measure our progress. This does not include everything but is a small set of challenges that each partnership has identified as its primary focus for the next few years. Some partnerships also have a wider plan or strategy which sets out their broader aims.

**Vision for Leeds 2011-2030:** sets out the long term vision and aspirations for the city.

## Appendix 2 – Resources and Council Services Scrutiny Board Feedback and Response

The Resources and Council Services Scrutiny Board reviewed the draft Best Council Plan at their meeting on 22<sup>nd</sup> April with the Chief Executive and Leader of the Council. The Board raised a number of issues and these are set out below along with the response in terms of changes to the plan or other actions. Overall the Board felt that the new plan helped to give some more focus and to prioritise the most important things we need to do. The addition of more clarity on the specific progress we are expect in in 2013/14 was also welcomed and the Board felt this would help them fulfil their critical friend role. There was considerable discussion about the importance of changing culture for the successful delivery of the plan with the Board acknowledging the difficulties of this. They endorsed the approach within the plan ie for staff to be more flexible and adaptable to changing needs; working better across the council and with partners; and the need for the council to be more enterprising and to find innovative solutions to the problems we face not least of which being the financial context. The Board recognised the progress in this area but also agreed that there was work still to be done.

A number of more specific points were raised:

1. The Board asked for clarification about the audience for the plan was this internal or external? It was agreed that this was primarily internal (both officers and members) as it aims to provide a clear set of priorities for the council. But as we are a public facing organisation with links to the City Priority Plan and the Best City outcomes then it also had an external audience.
2. Linked to this it was raised that the language used was not as clear or accessible as it could be. *Action: in finalising the plan the text has been reviewed and amended with this in mind. Also a single page summary has been produced that will be used to communicate the plan more widely and work is underway to develop a communications plan that will look at the needs of, and tailor communications to, the key audiences.*
3. The Board were concerned that some of the targets/success measures were not measurable and also felt that there was not always a balance between the 2013/14 compared to the March 2017. *Action: in finalising the plan this has been specific discussed with each Directorate and changes have been made in a number of areas.*
4. Members felt that they would need more detail on the accountability arrangements, the starting point and the interim delivery milestones to enable them to better fulfil their role as a critical friend. *Action: further work is underway to develop the wrap around performance management and accountability arrangements which will be consulted on with Scrutiny before they are finalised.*
5. There was a specific discussion around the objective on maximising income and trading and how well prepared we are for this change in approach. However, it was agreed that there are already some examples where we already do this successfully. Members were also keen that thought is given to potential un-intended consequences of trading where the council might be competing with local businesses which could be counter-productive to . *Action: this is area of work is still being developed a shaped and this feedback has been shared with the lead officer for consideration in developing plans in this area.*

6. Specific gaps were raised in the following areas:
- a. Mental health and in particular the employment issues related to this. **Response:** *this is in the process of being agreed as a “must do” within the Joint Health and Wellbeing Strategy and Best City Plan. Therefore, this issue is already identified as a partnership priority.*
  - b. Should community asset transfer to community or voluntary organisations be included with the objective on using our assets effectively objective. **Response:** *this is an option that will be considered are part of this work on a case by case basis in line with the agreed Community Asset Transfer framework. Therefore, it is considered too detailed an issue for this high level plan and is covered by service plans and other specific plans being developed around this objective.*
  - c. Housing need - there was some discussion about whether the targets within the plan go far enough to meet the needs of the city, in particular for social housing. There was some discussion of the work already underway to develop the core strategy that is progressing this issue particularly around site allocations. **Response:** *this is a longer term issue and one which is influenced by many wider factors including access to funding and the broader economic conditions. However, the housing targets will be reviewed annually so that they can reflect work that continues through the Core Strategy and the Housing and Regeneration Board.*

## Appendix 3 – Revised Equality Improvement Priorities 2013-15

The Best Council Plan draws together the council's contribution to the City Priority Plan with those areas and priorities specific to the council itself. There are a number of cross cutting equality objectives included in the Best Council Plan which provide the building blocks for ensuring that equality is embedded in all our service delivery and as an employer.

They are outlined here:

Council Value

### **Working with communities**

Leeds communities are changing and it is vital that we have a clear understanding of who our citizens are in order to provide appropriate services in the most appropriate way.

#### **Equality focus (objective)**

There is good evidence of the equalities profile of Leeds, based on national and local data, which is regularly reviewed.

**Equality Performance Area** - Understanding our communities

Council Value

### **Being open, honest and trusted Treating people fairly**

We will give due consideration to equality and diversity when we develop policies and make decisions. We will ensure that we fully understand the impacts of changed funding on different communities, and take this into account when making decisions

#### **Equality focus (objective)**

Councillors and Officers have a reputation for championing equality issues and ensure that the equality issues relevant to Leeds are taken into account when making major decisions

**Equality Performance Area** – Showing leadership and working in partnership

Council Value

### **Working with communities**

We will ensure communities are effectively able to influence what we do

#### **Equality focus (objective)**

Equality groups are integrally involved in consultation and engagement activities

**Equality Performance Area** - Involving our communities

Council Value

## Treating people fairly

We will understand the make-up of our workforce and work to ensure it is representative of the population of Leeds

### Equality focus (objective)

- To make the council an 'employer of choice' for people from groups in our communities whose diverse backgrounds are not yet fully represented in our workforce
- To demonstrate increased engagement, year on year, for staff from groups whose diversity is not yet fully represented in our workforce.
- To improve opportunities for progression to senior levels in the organisation particularly for black, and minority ethnic and disabled staff

**Equality Performance Area** - A modern and diverse workforce

## City Priority Plan - Best city...for communities

**Priority** - Reduce crime levels and their impact across Leeds

Equality focus (objective)	Equality analysis
Address the impact of burglary on Vulnerable Communities	There is an identified need to better assess the impact of burglary on emerging communities.
Tackle domestic violence and protect and support the most vulnerable young people	The overwhelming majority of domestic violence is perpetrated by men against women and children.
Improve citywide approaches to dealing with hate crime	Disability, race, homophobic and transphobic hate crime is experienced by many people.

**Priority** - Increase a sense of belonging that builds cohesive and harmonious communities

Equality focus (objective)	Equality analysis
There is a sense of belonging that builds cohesive and harmonious communities	In 2010/11 a small but concerning trend in youth related anti-social behaviour and damage which suggest deliberate targeting of vulnerable victims (adults with learning disabilities, BME residents in predominantly White British neighbourhoods, gay or lesbian couples) was recognised.

## City Priority Plan - **Best city...for children and young people**

**Priority** - Do well at all levels of learning and have the skills for life  
(taken from the Children and Young People's Plan)

Equality focus (objective)	Equality analysis
Support children from all equality communities to be ready for learning	There are lower levels of attainment for some BME communities, people with special educational needs and those from poorer areas.

## City Priority Plan - **Best city...to live**

**Priority** - Maximise regeneration investment to increase housing choice and affordability within sustainable neighbourhoods

Equality focus (objective)	Equality analysis
Ensure that housing and regeneration investment meets the changing needs of individuals and communities	Households headed by women with children, BME groups and those living in the social rented sector are more likely to live in overcrowded or substandard housing. There are also significantly higher numbers of BME people and people with disabilities who are unemployed.

**Priority** - Improve housing conditions and energy efficiency

Equality focus (objective)	Equality analysis
Improve energy efficiency	Many households containing people recovering from long term illness, disabled people, and pensioners cannot afford to heat their homes.

## City Priority Plan - **Best city...for health and wellbeing**

**Priority** - Increase the number of people supported to live safely in their own home

Equality focus (objective)	Equality analysis
<b>Better Lives through integration</b> All citizens of Leeds will have access to, and benefit from, joined up services provided by integrated health and social care teams.	'Making it Real' markers are being used to understand how well Leeds is doing in making personalisation real for all citizens:  <b>Flexible integrated care and support</b> – my support, my own way

Equality focus (objective)	Equality analysis
<p><b>Better Lives through Housing Care and Support</b> We will promote achievement of agreed personal outcomes (including increasing access and the equity of access to services) across all equality characteristics to encompass all communities and citizens of Leeds.</p>	<p>The following 'Making it Real' markers are being used:</p> <p><b>Active and supportive communities</b> – keeping friends family and place  <b>Risk enablement</b> – feeling in control and safe  <b>Personal budgets and self-funding</b> – my money</p>

Equality focus (objective)	Equality analysis
<p><b>Better Lives through Enterprise</b> All citizens will have access to appropriate services and or support, with assistance to develop appropriate services from within the community.</p>	<p>The following 'Making it Real' markers are being used:</p> <p><b>Information and Advice</b> – having the information I need, when I need it  <b>Active and supportive communities</b> – keeping friends family and place  <b>Risk enablement</b> – feeling in control and safe  <b>Personal budgets and self-funding</b> – my money</p>

## City Priority Plan - Best city...for business

**Priority** - Create more jobs and improve skills

Equality focus (objective)	Equality analysis
<p>Increase access to employment opportunities and up-skill the workforce</p>	<p>There are lower levels of skills and employment amongst some communities in particular some BME groups, and disabled people.</p>

**Priority** - Support the sustainable growth of the Leeds' economy

Equality focus (objective)	Equality analysis
<p>Improve financial inclusion</p>	<p>Lack of access to financial services disproportionately affects lone parents (typically female) disabled people, people with mental health illness, and those living in poorer areas.</p>

**Priority** - Improve journey times and the reliability of public transport

<b>Equality focus (objective)</b>	<b>Equality analysis</b>
Enable access for all to local services, education and employment centres by public transport	Disabled and elderly people have specific concerns in accessing transport.

**Priority** - Get more people involved in the city's cultural opportunities

<b>Equality focus (objective)</b>	<b>Equality analysis</b>
Increase participation in Leeds' cultural and sporting opportunities	People from poorer areas, BME people and disabled people do not access sport services as much as others. Low numbers of disabled people access libraries.
Enhance the quality of Leeds' Parks	Disabled people, those from a BME background, and men tend to visit parks less than other groups.



# Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being/has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

<b>Directorate:</b> Corporate Headquarters	<b>Service area:</b> Strategy and Improvement
<b>Lead person:</b> Heather Pinches	<b>Contact number:</b> 07891 274638

<b>1. Title: Best Council Plan 2013-17</b>		
Is this a:		
<input checked="" type="checkbox"/> <b>Strategy / Policy</b>	<input type="checkbox"/> <b>Service / Function</b>	<input type="checkbox"/> <b>Other</b>
<b>If other, please specify:</b>		

<b>2. Please provide a brief description of what you are screening</b>
The screening looks at how equality, diversity, cohesion and integration is relevant to, and addressed within, the new Best Council Plan 2013-17. This replaces the current Council Business Plan 2011-15 as the strategic plan for the council setting out the outcomes and objectives for the next 4 years. It includes a range of actions and activities to improve services, change culture, work differently, become more enterprising and deliver the medium term financial strategy

### 3. Relevance to equality, diversity, cohesion and integration

All the council's strategies/policies, services/functions affect service users, employees or the wider community – city wide or more local. These will also have a greater/lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation and any other relevant characteristics (for example socio-economic status, social class, income, unemployment, residential location or family background and education or skills levels).

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?	✓	
Have there been or likely to be any public concerns about the policy or proposal?	✓	
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	✓	
Could the proposal affect our workforce or employment practices?	✓	
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> <li>• Eliminating unlawful discrimination, victimisation and harassment</li> <li>• Advancing equality of opportunity</li> <li>• Fostering good relations</li> </ul>	✓	

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

#### 4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

(think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected)

This plan largely brings together a mixture of existing projects, programmes, service improvement and development activities into a single high level framework to identify the corporate “must dos”. This enables officers and members to focus their efforts on a small number of high priority issues. It also identifies a small number of new areas of work (eg income, trading and charging) that again are seen as important for the council going forwards. Many of these areas of work stand alone and, as such, are subject to separate policy development, consultation, impact assessment and decision making processes in order to understand the impacts on individuals and communities and ensure due regard is given. As this plan simply brings these together into one place the focus of this screening has been checking and challenging what is already in place/planned or underway in terms of due regard for each objective and priority. Through this process assurance is gathered and any gaps are identified. The detailed findings of this high level check and challenge process are held in a separate supporting document which sets out how due regard has been given for each objective and priority.

- **Key findings**

(think about any potential positive and negative impact on different equality characteristics, potential to promote strong and positive relationships between groups, potential to bring groups/communities into increased contact with each other, perception that the proposal could benefit one group at the expense of another)

The check and challenge review of the objectives and priorities within the new Best Council Plan has shown that for the majority of the areas work detailed within the plan due regard has been given or is already underway through existing Equality Impact Assessment and Screening processes. For a small number of areas that are new, and in some case are still being scoped, due regard will need to be given as the work area develops - these are set out below. Many of these new policy areas will be subject to the council decision-making processes that require due regard to be clearly set out within the cover report with any screening or impact assessments published as routine. A quality assurance process is also in place which ensures that the information provided in reports for Executive Board and Key decisions is clear and of good quality. As part of the refresh of this plan the Equality Improvement Priorities have also been reviewed to ensure that they continue to identify the key equality focus as relevant to the strategic priorities for the council and city.

Overall good assurance is provided that due regard for equality has been given, or is planned, for the Best Council Plan 2013-17. However a related issue that was highlighted in the 2013 Equality Annual Report is the issue of supporting data. Whilst we can show activity is happening across all our strategic plans to address the identified equality improvement priorities there is a lack of supporting data and analysis making it

difficult to demonstrate impact and improvement in many areas. Work is also underway to address this issue by embedding it within the annual State of the City report in the future which should provide more robust data to enable impacts to be monitored going forward.

- **Actions**

**(think about** how you will promote positive impact and remove/ reduce negative impact)

Areas of work within the plan where due regard has not yet been given are set out below. However, it should be noted that in all cases relevant staff are aware of the requirement to do this but are currently scoping and defining the programmes:

- Poverty Strategy - although this is likely to encompass a wide range of work that is likely to already have arrangements for due regard eg recent welfare changes
- Asset Rationalisation Plan - whilst due regard has been given for relevant policies like the Community Asset Transfer policy further due regard will need to be given as more specific proposals are developed.
- Public Health - as this has only just transferred to the Council public health is continuing to use existing process for giving due regard but will transfer to using the council's policies and procedures over time.
- Income, charging and trading - due regard will need to be given once specific proposals have been developed in this area to ensure decision makers are clear about the potential impacts of different groups. Feedback from Members in the scrutiny of the draft plan also highlighted to need to ensure that any proposals are rigorously examined for any un-intended consequences. This has been accepted and acknowledged as important by the service.
- Organisational change programmes (inc Enabling Corporate Centre, Business Management, developing a flexible workforce) - again many of these are still being developed and due regard will need to be given as more specific proposals are identified. Staff Equality Networks will need to be consulted as appropriate with impacts continuing to be monitored through the People Plan Equality Scorecard.

**5. If you are **not** already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	
Date to complete your impact assessment	
Lead person for your impact assessment (Include name and job title)	

**6. Governance, ownership and approval**

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Simon Foy	Head of Policy, Performance and Intelligence	10 <sup>th</sup> June 2013

## 7. Publishing

This screening document will act as evidence that due regard to equality and diversity has been given. If you are not carrying out an independent impact assessment the screening document will need to be published.

If this screening relates to a **Key Delegated Decision, Executive Board, full Council** or a **Significant Operational Decision** a copy should be emailed to Corporate Governance and will be published along with the relevant report.

A copy of **all other** screening's should be sent to [equalityteam@leeds.gov.uk](mailto:equalityteam@leeds.gov.uk). For record keeping purposes it will be kept on file (but not published).

<b>Date screening completed</b>	10 <sup>th</sup> June 2013
If relates to a Key Decision - <b>date sent to Corporate Governance</b>	10 <sup>th</sup> June 2013
Any other decision – <b>date sent to Equality Team (equalityteam@leeds.gov.uk)</b>	

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# 2011 Census

## Comparing the results across Leeds



Source : The Office of National Statistics





## **2011 Census of Population**

### **Area Comparisons**

The Census is completed every ten years and is the largest piece of social research undertaken in the country. It has always been considered a rich and valuable source of information and represents a “gold standard” in terms of population statistics.

The Census tells us how many people live where and provides valuable information on the make-up of local communities, covering issues such as health, housing, employment, skills levels and transport.

It provides the basis for central and local government, health authorities and many other organisations to target their resources and to plan housing, education, employment, health, transport and other services for years to come.

The Census took place on 27 March 2011. It was conducted on a resident basis, and the statistics relate to where people usually live, rather than where they were on Census night. Students who were studying away from home during the term were enumerated at their term-time address.

The information contained in this pack is based on the data which was published by the Office for National Statistics on 30 January 2013.

It focusses on the comparisons between the ten Area Committees in Leeds (see map at appendix A), but throughout reference is also made to the results by electoral ward and Lower Super Output Area (LSOA) to further demonstrate the extent of the differences across the city at the small area level.

The pack provides a selection of information arranged by the following themes (other comparisons can be produced if required):

- Demography
- Housing
- Household Composition
- Economy
- Lifelong Learning
- Health and Wellbeing

The Office for National Statistics has published all the data from the 2011 Census through a number of channels which can be accessed through its dedicated Census website [www.census.gov.uk](http://www.census.gov.uk)

Data relating to areas in Leeds is also available through the Leeds Observatory together with the city summary “Leeds: The Big Picture” and the individual Area Committee and Electoral Ward profiles. [www.westyorkshireobservatory/leeds](http://www.westyorkshireobservatory/leeds)

A series of thematic profiles (based on the data for Leeds) are being developed and will be published on the Leeds Observatory as they are completed. A Leeds based Atlas of the 2011 Census results is also being developed. This will include a series of maps at the Lower Super Output Area level to help highlight some of the differences and inequalities that exist across the city. The Atlas will be available through the Leeds Observatory as interactive maps as well as a in a composite document.

During 2013 the Office for National Statistics will release more detailed cross-tabulated data, such as by age or ethnicity. This will provide an even richer and more valuable data source and all the data will be made available on the Leeds Observatory.

*Source: All data has been supplied by the Office for National Statistics (ONS). While every care has been taken to ensure the accuracy of the data, it is provided only on condition that Leeds City Council **cannot** be held responsible for any error, omission or misrepresentation whether negligent or otherwise.*

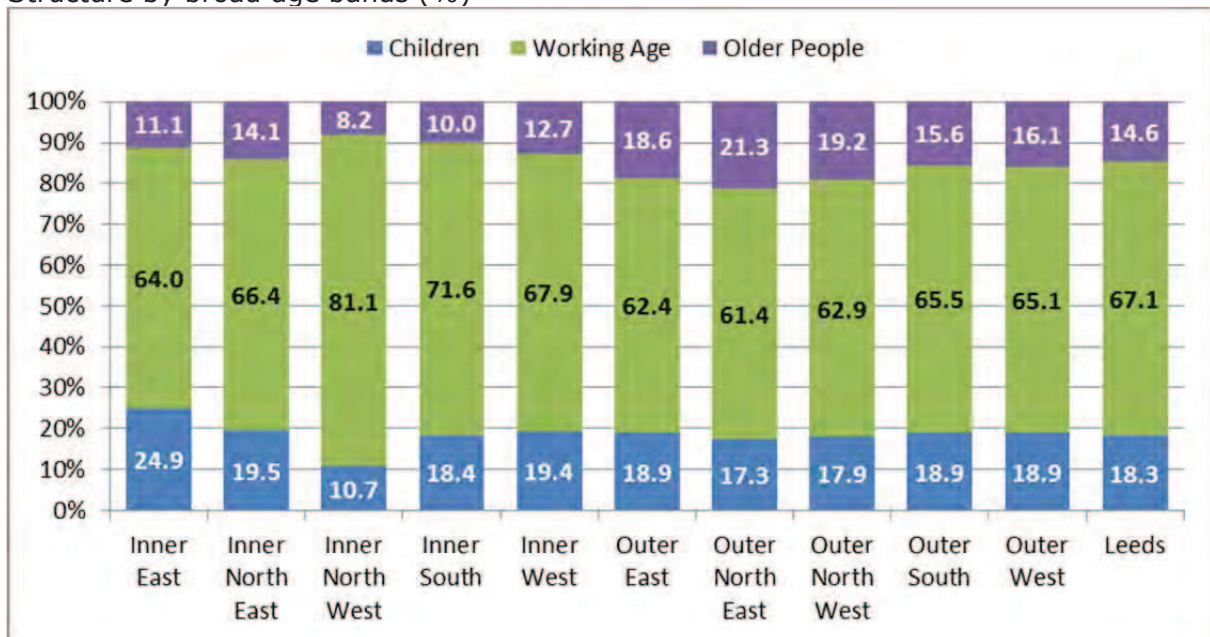
# Demography

## Age Structure

The 2011 Census shows that there are 751,485 people living in Leeds. At the Area Committee level, the following graph illustrates the proportions of the resident populations that are; children (aged 0-15 years); working age people (16-64 years); and older people (aged 65+ years).

The data shows how Inner North West in particular is impacted by the high number of students living in the area.

Structure by broad age bands (%)



### Children and young people

There are 137,493 children and young people living in the city.

- Inner East has the highest proportion of children and young people (24.9%) and Inner North West has the lowest (10.7%)
- In the remaining 8 Area Committee areas the proportions of children range from 17.3% to 19.5% compared to the city average of 18.3%
- At a ward level Gipton & Harehills (in Inner East) has the highest proportion of children and young people (29.4%) and Headingley (in Inner North West) the lowest (3.6%)
- At the LSOA level rates range from 37.9% to just 1%
- There are 12 LSOAs where children and young people account for 30% or more of the resident population and 23 LSOAs where they account for 5% or less

### Working age people

There are 504,394 people of working age living in Leeds.

- Inner North West has the highest proportion of working age people (81.1%) and Outer North East has the lowest (61.4%)

- At a ward level Headingley (in Inner North West) has the highest proportion of working age people (92.1%) and Harewood (in Outer North East) the lowest (59.4%)
- At the LSOA level rates range from 98.8% to 50.3%
- There are 25 LSOAs where working age people account for 90% or more of the resident population (generally areas with a high student population)

### **Older people**

There are 109,598 older people living in Leeds.

- Outer North East has the highest proportion of older people (21.3%) and Inner North West has the lowest (8.2%)
- At a ward level Harewood and Wetherby (both in Outer North East) have the highest proportions of older people (23% each) and Hyde Park & Woodhouse and Headingley (both in Inner North West) the lowest (4.2%)
- At the LSOA level rates range from 36.9% to just 0.1%
- There are 9 LSOAs where older people account for 30% or more of the resident population and 36 LSOAs where they account for 5% or less (generally areas with a high student population)

## Ethnicity and Nationality

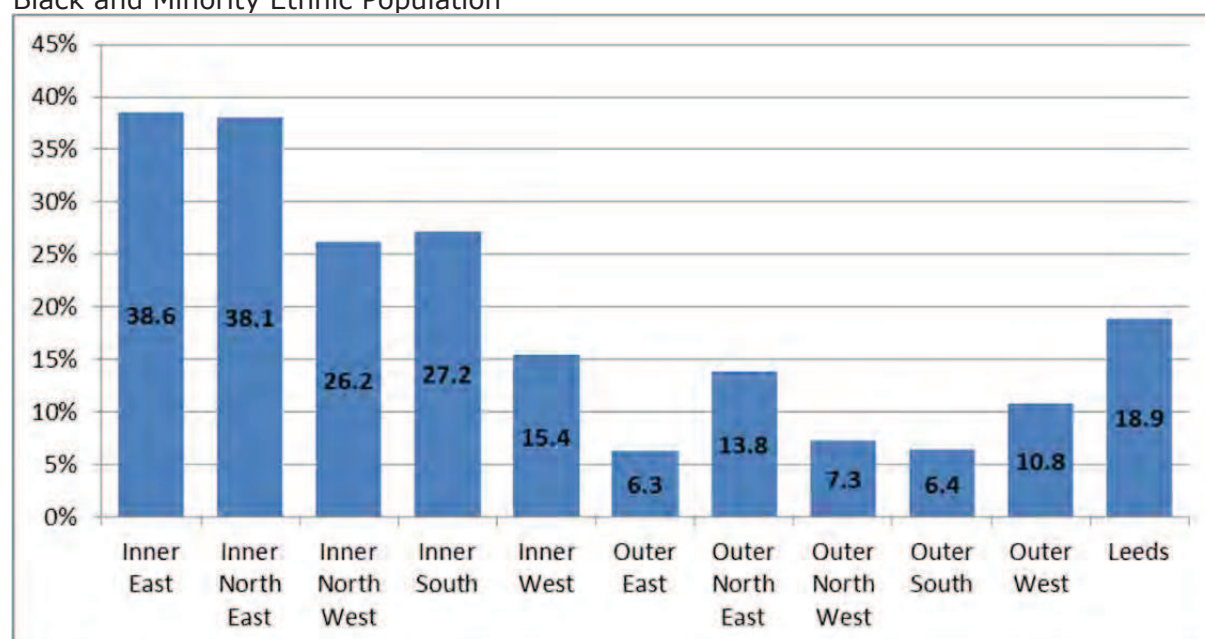
### Black and Minority Ethnic (BME) Population

The 2011 Census shows that there are 141,771 people from BME communities living in Leeds.

#### Area Committee comparison

- There are much higher proportions of people from BME communities living in the inner areas
- Inner East has the highest BME population, closely followed by Inner North East
- Outer East has the lowest proportion, closely followed by Outer South

Black and Minority Ethnic Population



#### Ward and Lower Super Output Area comparisons

- At a ward level Gipton & Harehills (in Inner East) has the highest proportion of people from BME communities (64.2%) and Kippax & Methley (in Outer East) the lowest (2.9%)
- LSOA rates range from 92.5% to just 1.5%
- There are 33 LSOAs where 50% or more of the resident population are from BME communities and 93 LSOAs where the BME population accounts 5% or less

### Country of Birth

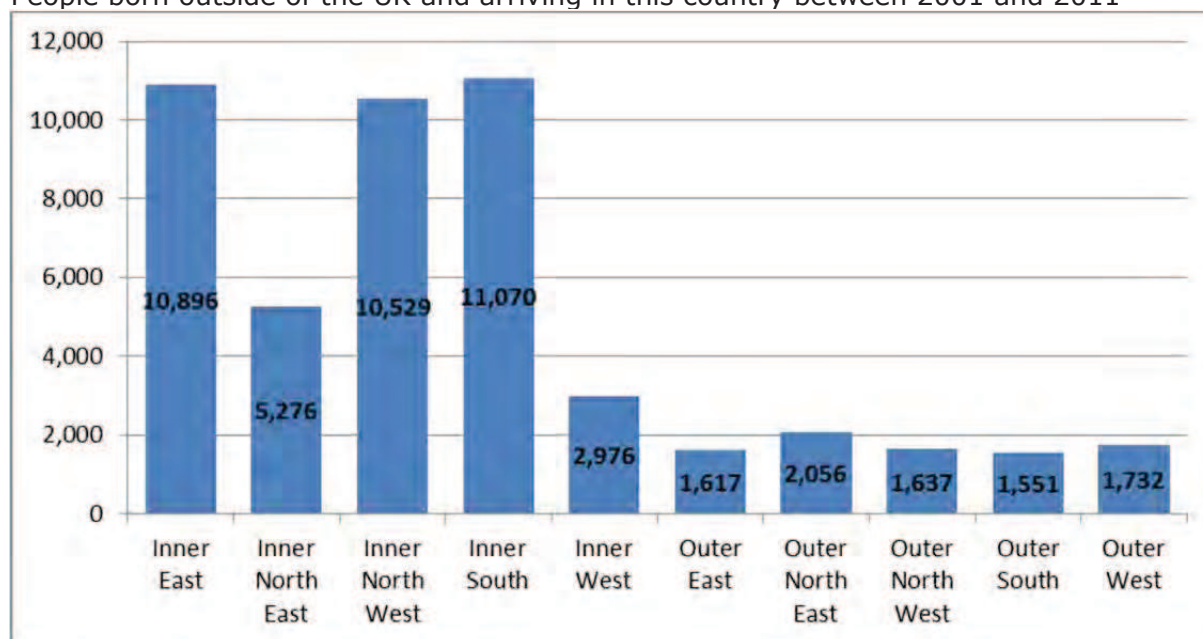
88.6% of the population in Leeds were born in the UK. The number of residents born outside of the UK has increased from 47,636 (6.7% of the population) in 2001 to 86,144 (11.5%) in 2011, with just over 25,000 people being born in the EU (12,026 born in EU accession countries) and just over 61,000 born elsewhere. Of the 86,144 people born outside the UK, more than half (49,340 people) arrived in the last 10 years, an indication of the extent of international immigration over the decade.

### Area Committee comparison

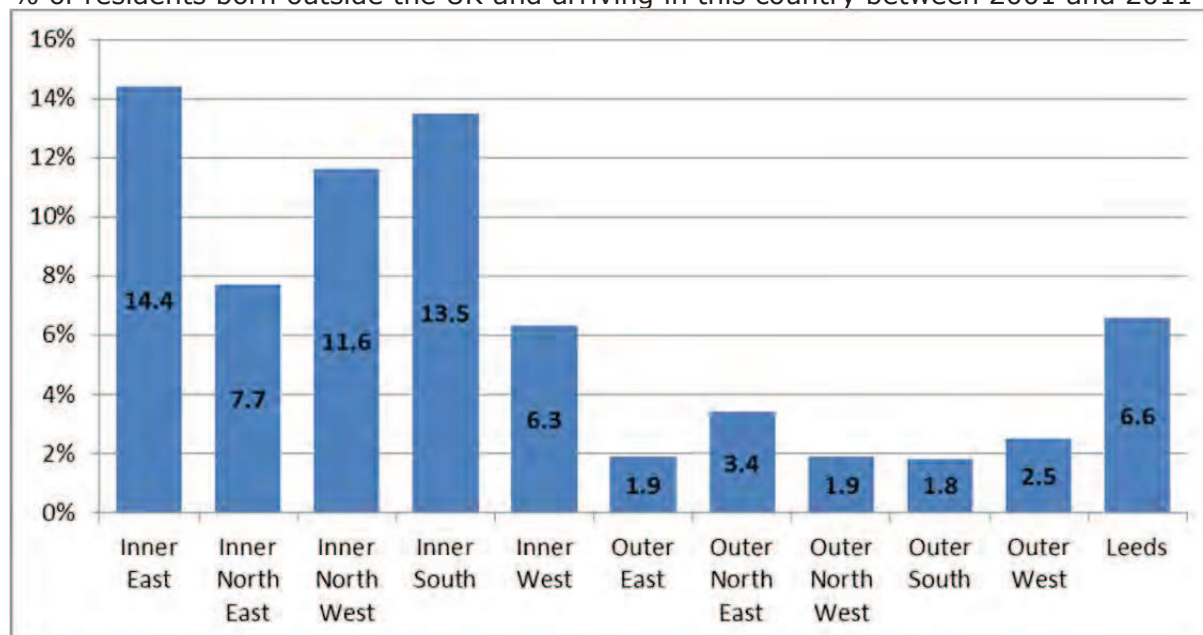
The following two graphs show where the 49,340 people who arrived in the last 10 years have settled, and then what proportion of the resident population of each Area Committee has arrived in the last 10 years.

- Three-quarters of the new migrants (people who arrived in the last 10 years) have settled in the inner areas (most notably in Inner East, Inner North West and Inner South)
- In each of these three areas new migrants account for more than 10% of the resident population

People born outside of the UK and arriving in this country between 2001 and 2011



% of residents born outside the UK and arriving in this country between 2001 and 2011



### Ward and Lower Super Output Area comparisons

- At a ward level the distribution is even more concentrated with over 1/3<sup>rd</sup> of all new migrants settling in just three wards; City & Hunslet (in Inner South); Hyde Park & Woodhouse (in Inner North West) and Gipton & Harehills (in Inner East)

- In each of these three wards new migrants account for more than 20% of the resident population
- There are 9 LSOAs across the city where new migrants account for more than 30% of the resident population

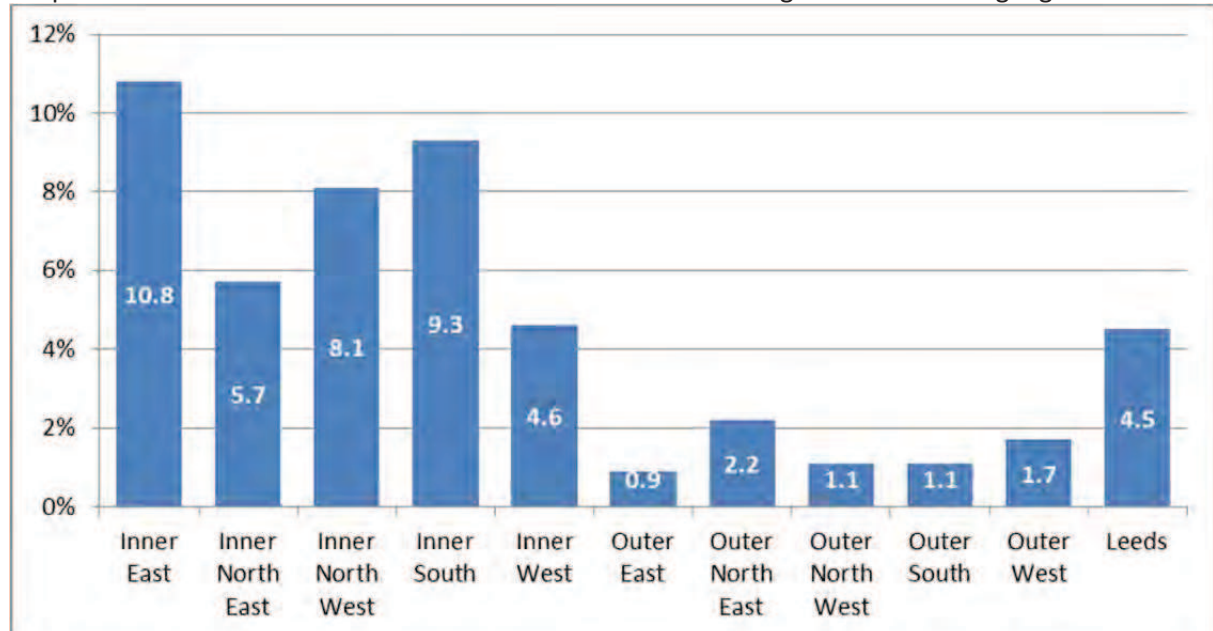
### Household Language

There are at least 85 different “main” languages spoken in Leeds (there will be more given the numbers in the “other” categories). Across the city there are 14,468 households (4.5% of all households) where no-one in the household has English as a main language.

#### Area Committee comparison

- The proportion of households where no-one has English as a main language ranges from 0.9% in Outer East to 10.8% in Inner East
- Rates are higher in all the inner areas, but particularly so in Inner East, Inner South and Inner North West

Proportion of households where no-one in the household has English as a main language



#### Ward and Lower Super Output Area comparisons

- Ward rates ranges from 18.6% in Hyde Park & Woodhouse (in Inner North West) to 0.3% in Garforth & Swillington (in Outer East)
- At the LSOA level the picture is even more dramatic with rates ranging from 0% to 51.3%, and there are 18 LSOAs where 20% or more of households have no-one who has English as a main language

## Religion

The question on religion was first introduced in the 2001 Census. It is the only voluntary question included in the Census.

The 2011 Census shows that despite falling numbers, Christianity remains the largest religion both nationally and locally. A detailed breakdown of the data shows that there are at least 45 different religious groups represented in the city.

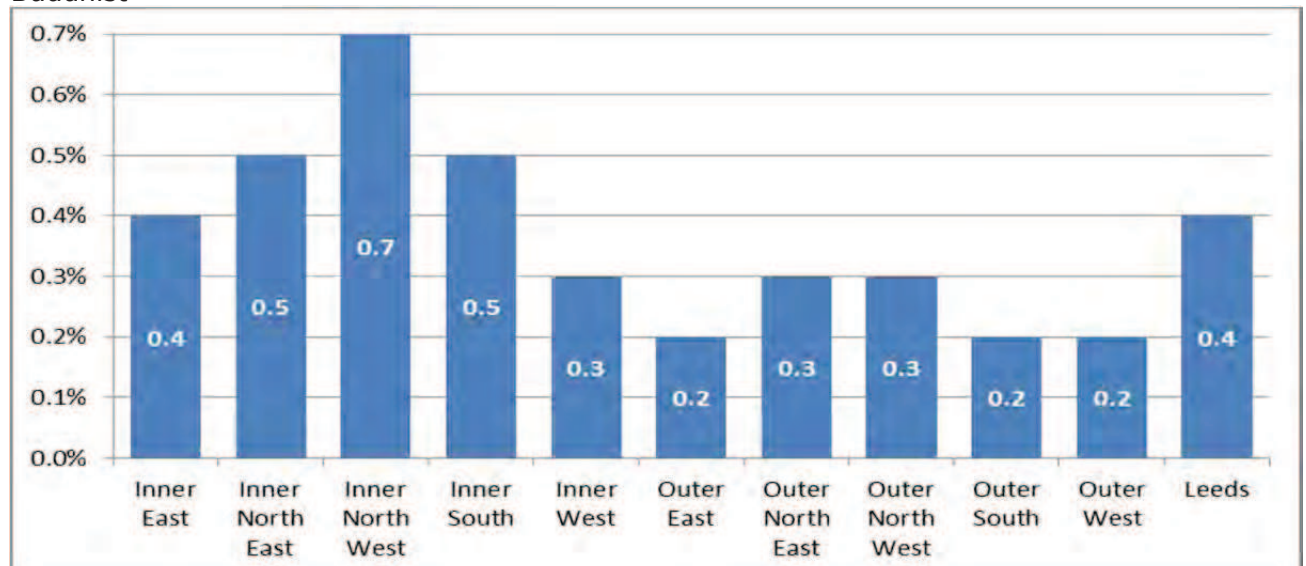
In Leeds, 212,229 people (28.2% of the resident population) said that they has no religion, and a further 50,717 people (6.7%) did not state a religion.

The following sets of graphs show the proportions of the population in each of the major faith groups within Area Committees.

Geographic analysis of the 2011 data has again shown how faith communities are concentrated in particular geographic areas of the city:

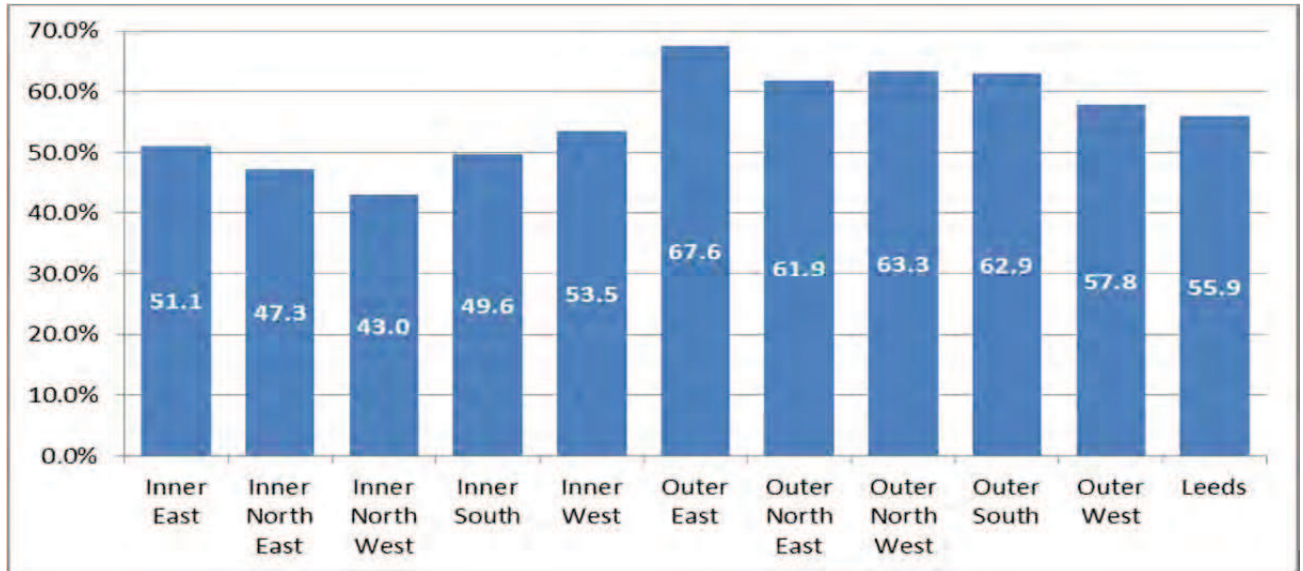
- A quarter of the city's Buddhist population is concentrated three wards; Hyde Park & Woodhouse; City & Hunslet and Chapel Allerton
- Just over 40% of the city's Hindu population lives in four wards; City & Hunslet; Alwoodley; Moortown and Hyde Park & Woodhouse
- The Jewish community is heavily concentrated to the north of the city with 75% of the community settled in four wards; Alwoodley; Moortown; Roundhay; and Harewood
- Over 1/5<sup>th</sup> of the city's Muslim community (22.1%) is resident in Gipton & Harehills, with a further 35% of the community settled in City & Hunslet, Hyde Park & Woodhouse, Chapel Allerton, and Roundhay
- Just over 50% of the city's Sikh community lives in five wards; Moortown; Alwoodley; Calverley & Farsley; Chapel Allerton; and Roundhay
- The three wards with the highest numbers of people with no religion are Headingley; Hyde Park & Woodhouse and Kirkstall

Buddhist

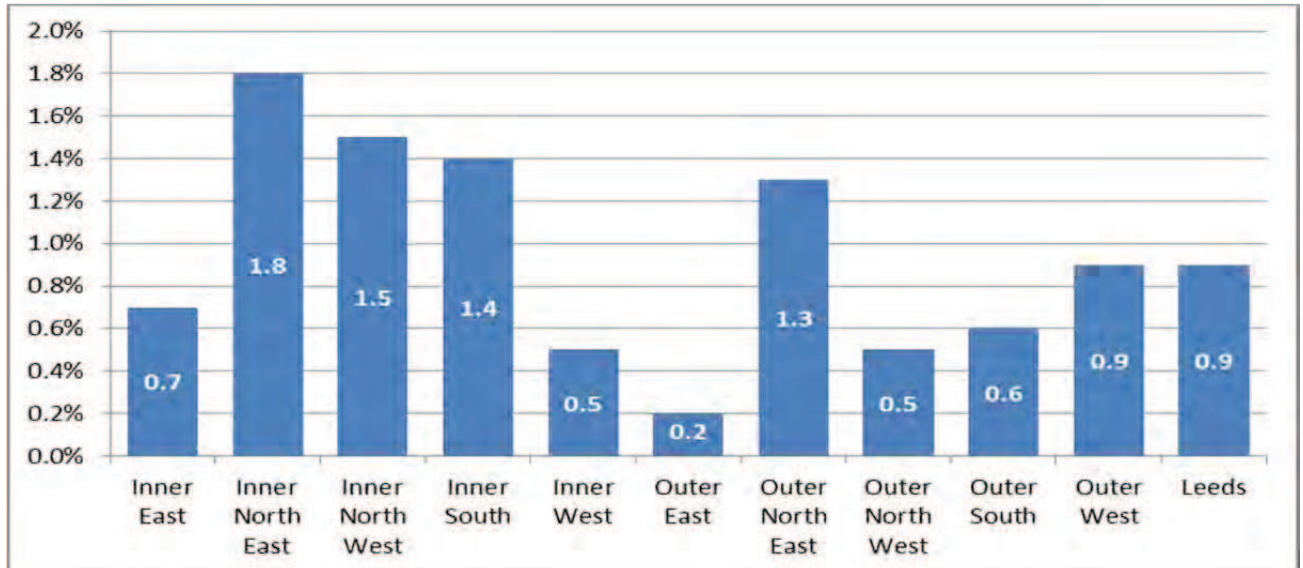




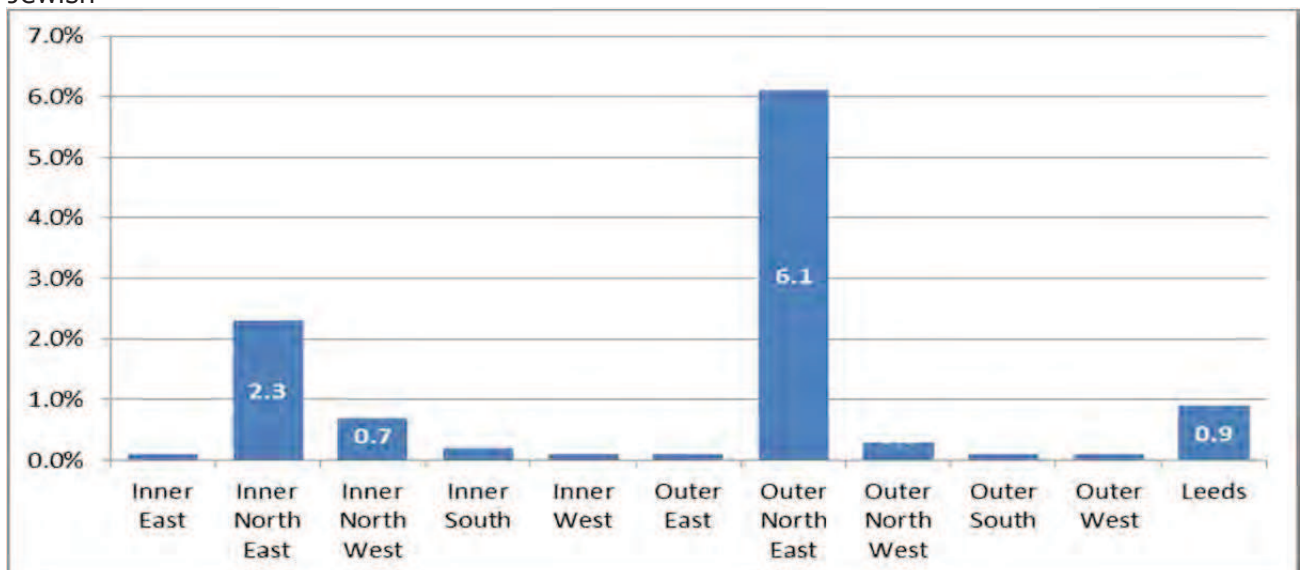
### Christian



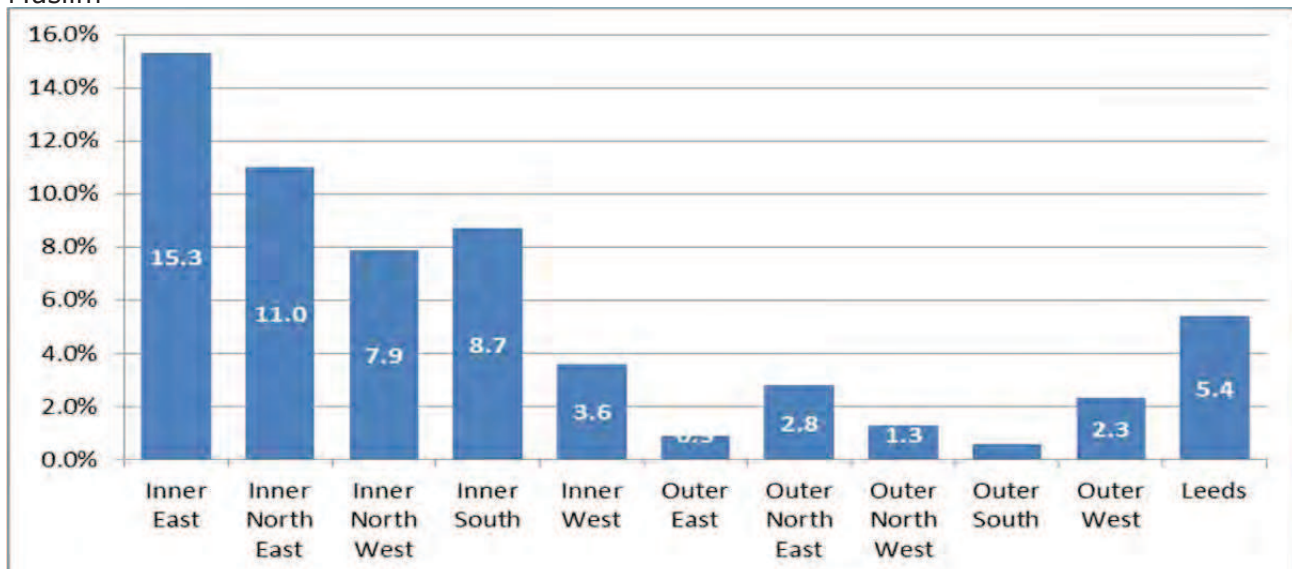
### Hindu



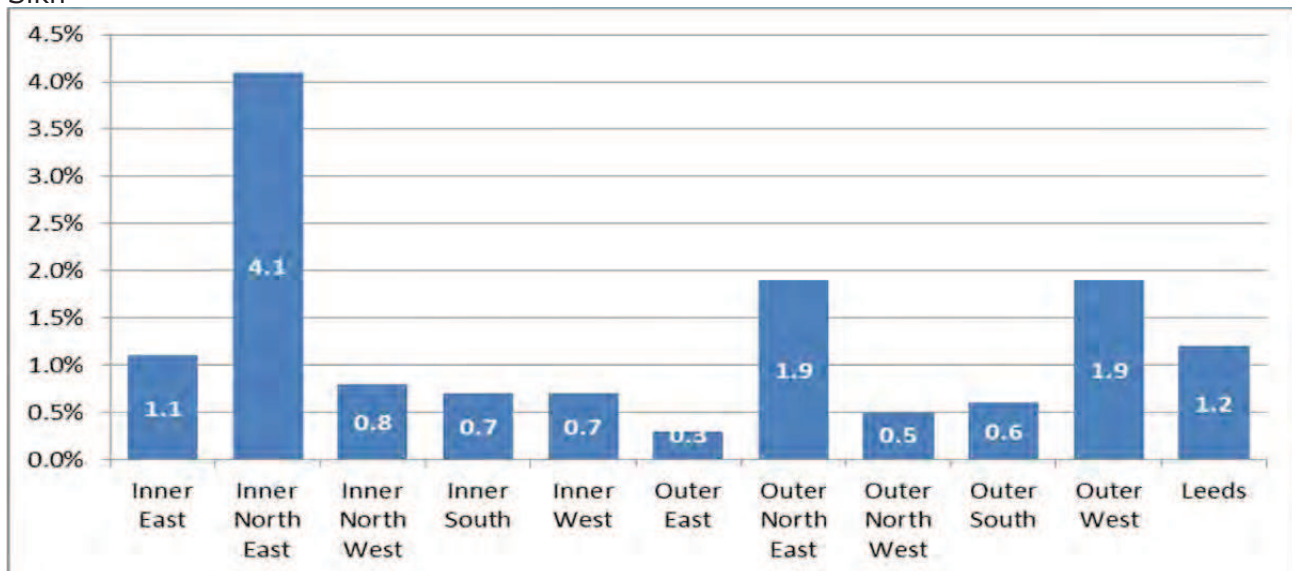
### Jewish



Muslim



Sikh



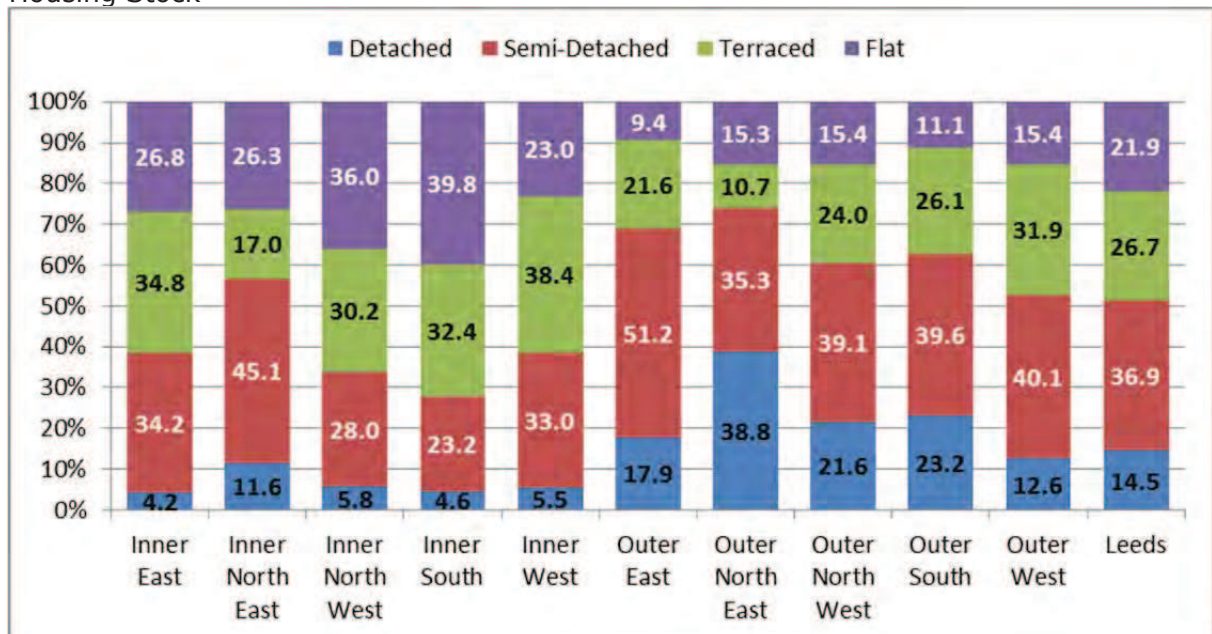
# Housing

## Housing Type

### Area Committee Comparison

- There is a much higher proportion of detached housing in the outer areas, most notably in Outer North East
- The proportions of semi-detached properties range from 23.2% in Inner South to 51.2% in Outer East
- There is much less terraced housing in the north east of the city, with this type of property accounting for just 10.7% of the stock in Outer North East and 17% in Inner North East
- There is a much higher proportion of flats in the inner areas, particularly in Inner North West and Inner South

Housing Stock



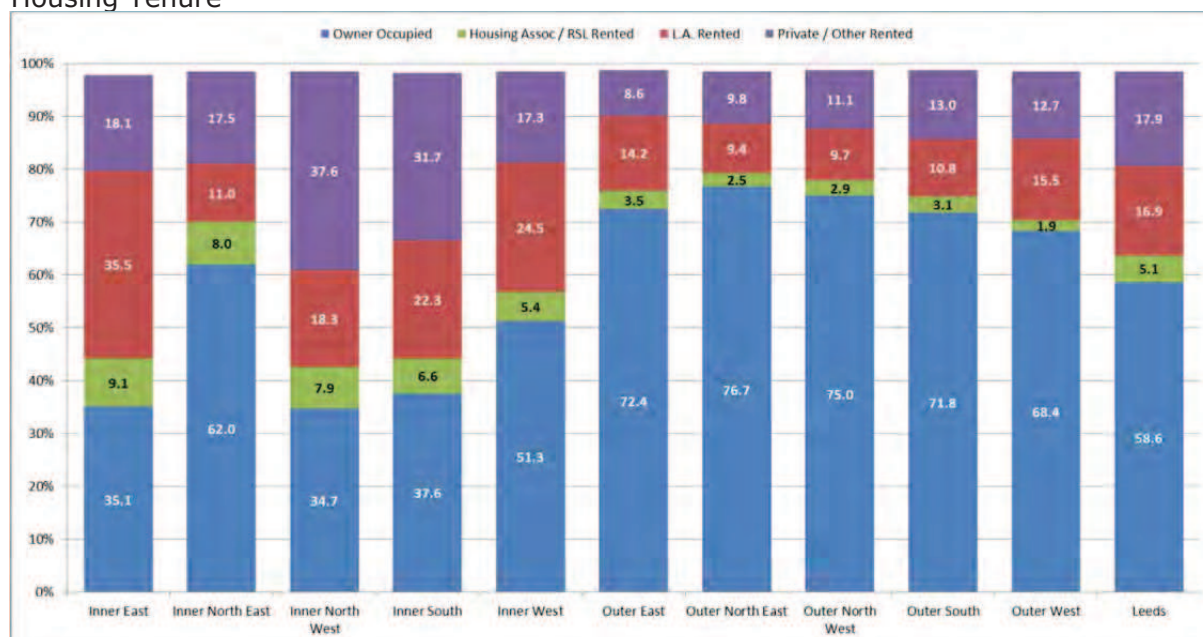
## Housing Tenure

### Area Committee comparison

The following graph provides a breakdown of housing tenure (it does not include households that are living rent-free, of which there are just over 4,800 across the city). The analysis shows:

- There are much higher levels of owner occupation in the outer areas, although the rate for Inner North East is also above city average
- Inner East has the highest levels of social rented housing (more than double the city average), with 35.5% of households renting from the Council (through an ALMO) and 9.1% renting from a Housing Association / Registered Social Landlord
- Households renting from the private sector account for more than 1/3<sup>rd</sup> of all households in Inner North West

## Housing Tenure



### Ward and Lower Super Output Area comparisons

Households renting from the Council (through an ALMO)

- Ward rates range from 3.5% in Headingley (in Inner North West) to 41.2% in Killingbeck & Seacroft (in Inner East)
- LSOA rates range from 0% to 78%, with 32 LSOAs having 50% or more of households in this category

Households renting from other social providers

- Ward rates range from 0.9% in Calverley & Farsley (in Outer West) to 14.2% in Hyde Park & Woodhouse (in Inner North West)
- LSOA rates range from 0% to 42.4%, with 21 LSOAs having 20% or more of households in this category

Households renting from a private landlord or letting agency

- Ward rates range from 6.1% in Killingbeck & Seacroft (in Inner East) to 65.3% in Headingley (in Inner North West)
- LSOA rates range from 2.1% to 89.6%, with 47 LSOAs having 40% or more of households in this category

### Occupancy ratings

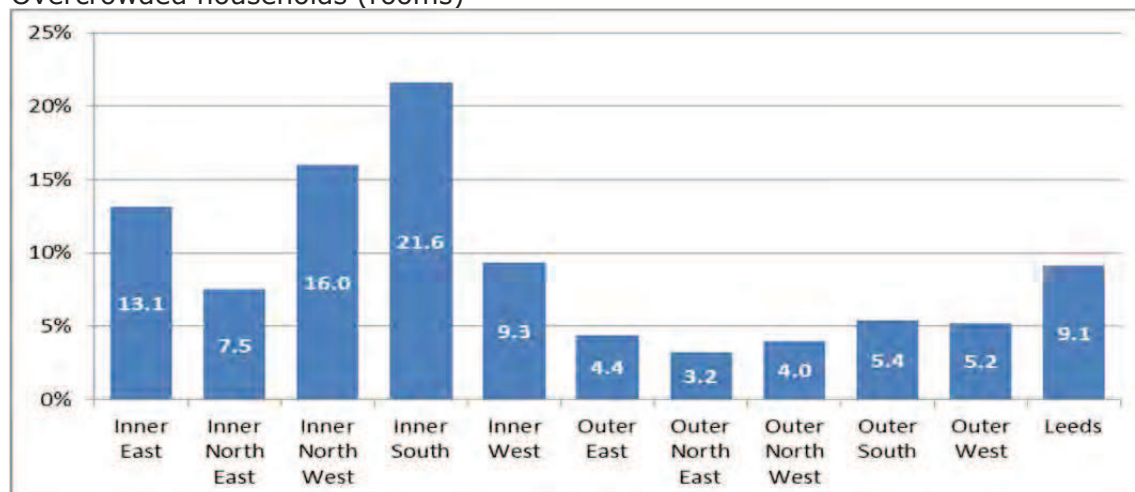
This provides a measure of whether a household's accommodation is overcrowded or under occupied. There are two measures of occupancy rating, one based on the number of rooms in a household's accommodation, and one based on the number of bedrooms. The ages of the household members and their relationships to each other are used to derive the number of rooms/bedrooms they require. This is subtracted from the number of rooms/bedrooms in the household's accommodation to obtain the occupancy rating. An occupancy rating of -1 implies that a household has one fewer room/bedroom than required, whereas +1 implies that they have one more room/bedroom than the standard requirement.

## Overcrowded households Area Committee comparison

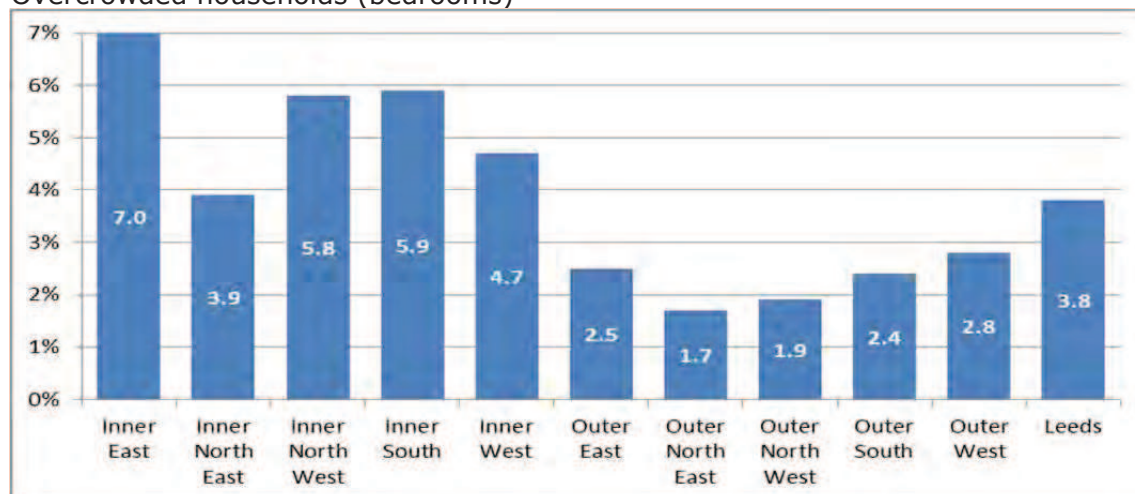
The following two graphs show the two measures of overcrowding

- Across the city 9.1% of households are deemed to be overcrowded based on the number of rooms and 3.8% are deemed to be overcrowded based on the number of bedrooms
- Inner South, Inner North West and Inner East have the highest levels of overcrowding on both measures

Overcrowded households (rooms)



Overcrowded households (bedrooms)



## Ward and Lower Super Output Area comparisons

Overcrowding based on the number of rooms

- Ward rates range from 1.5% in Harewood (in Outer North East) to 38.2% in City & Hunslet (in Inner South), with three wards having rates in excess of 20%
- LSOA rates range from 0.3% to 65.2%, with 18 LSOAs having rates in excess of 30%

Overcrowding based on the number of bedrooms

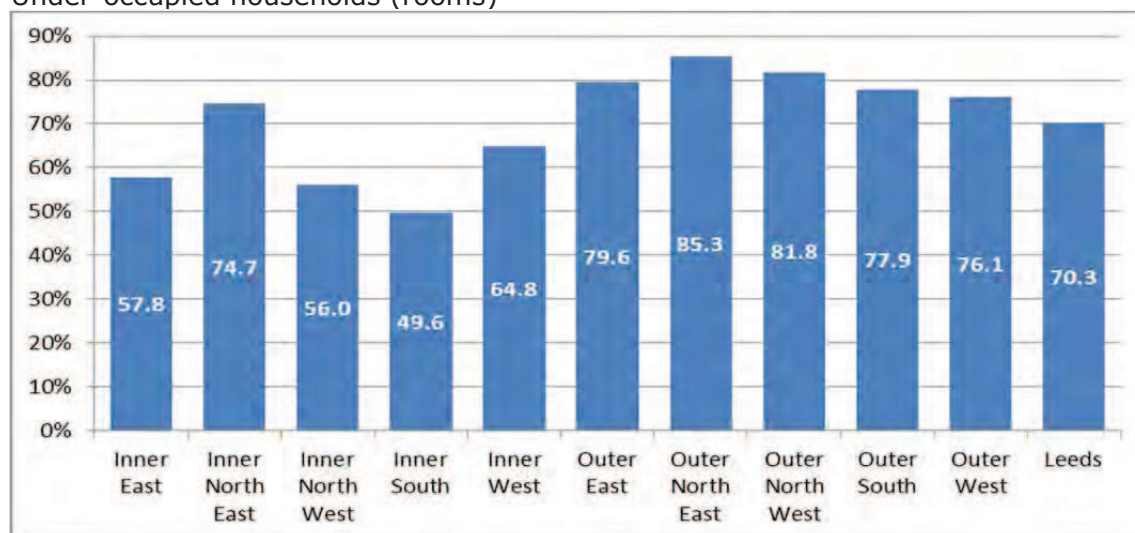
- Ward rates range from 1% in Harewood (in Outer North East) to 9.5% in Gipton & Harehills (in Inner East)
- LSOA rates range from 0.2% to 14.3%, with 20 LSOAs having rates of 10% or more

## Under-occupied households Area Committee comparison

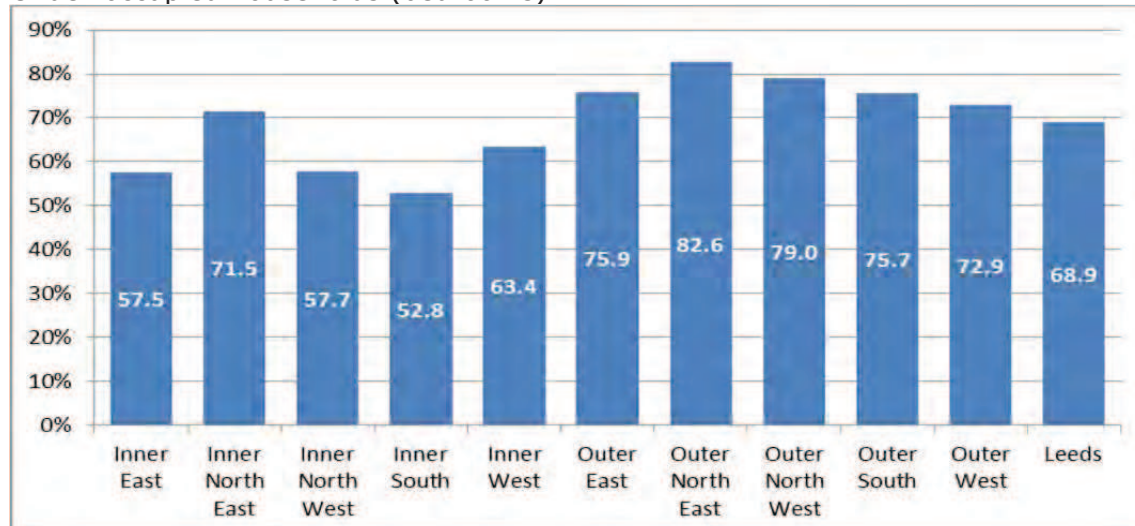
The following two graphs show the two measures of under-occupancy (again based on the number of rooms and on the number of bedrooms).

- Across the city 70.3% of households are deemed to be under-occupied based on the number of rooms and 68.9% are deemed to be under-occupied based on the number of bedrooms
- Under-occupancy rates are generally higher across the outer areas, with Inner North East also showing similarly high rates

Under-occupied households (rooms)



Under-occupied households (bedrooms)



## Ward comparisons

Under-occupancy based on the number of rooms

- Ward rates range from 91.9% in Harewood (in Outer North East) to 30.3% in City & Hunslet (in Inner South)

Under-occupancy based on the number of bedrooms

- Ward rates range from 88.5% in Harewood (in Outer North East) to 40.9% in City & Hunslet (in Inner South)

## Household Compositions

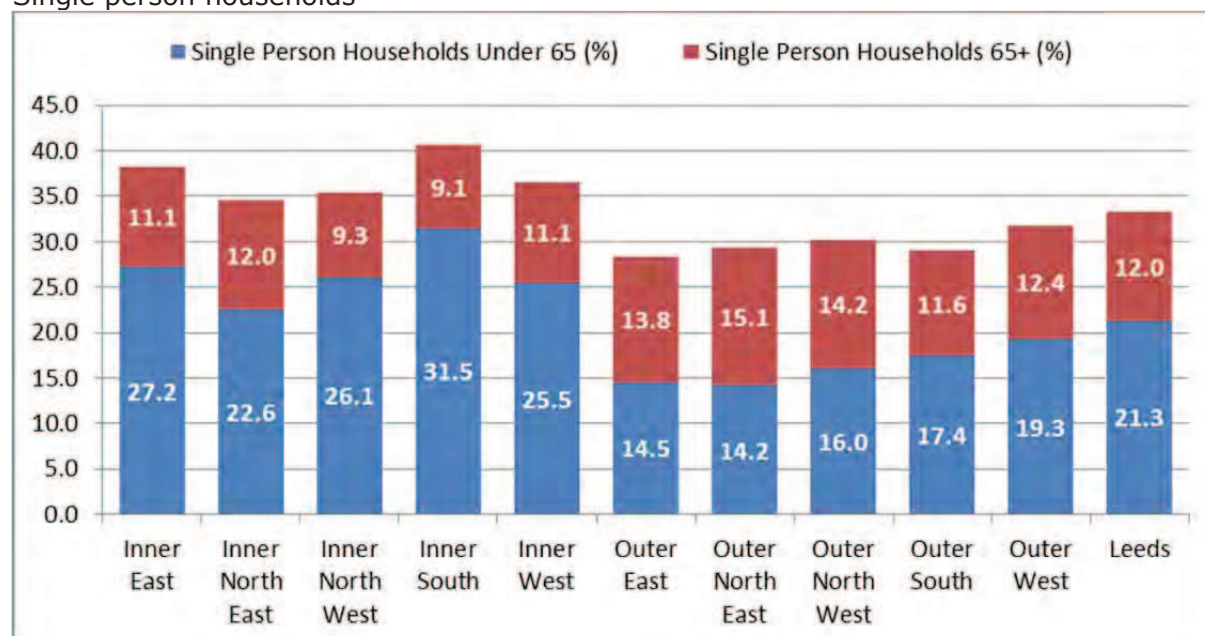
The following three graphs show the compositions of one person and one family only households grouped by single person households, couples (with no children or where all children are non-dependents), and families. There are just over 27,300 households (8.5%) which are classified as other household types and these are not included in the graphs.

### Single person households

#### Area Committee comparison

- A third of all households in Leeds are occupied by people living on their own with rates ranging from 28.3% in Outer East to 40.6% in Inner South
- 12% of households across the city are occupied by older people (aged 65+) living on their own, with rates ranging from 9.1% in Inner South to 15.1% in Outer North East

Single person households



#### Ward and Lower Super Output Area comparisons

All single person households

- Ward rates range from 24.9% in Ardsley & Robin Hood (in Outer South) to 48.2% in City & Hunslet (in Inner South)
- LSOA rates range from 10% to 62.8%, and there are 21 LSOAs where more than half the households are single people living alone

Lone pensioner households

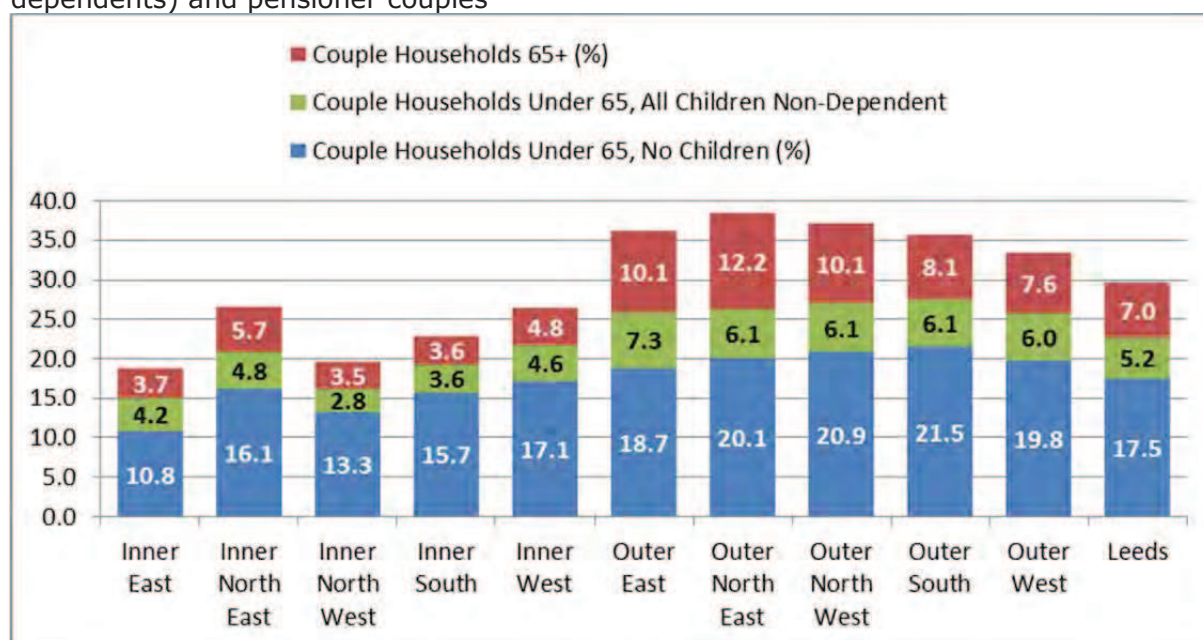
- Ward rates range from 5.7% in Hyde Park & Woodhouse (in Inner North West) to 17.4% in Wetherby (in Outer North East)
- LSOA rates range from 0.1% to 29%, and there are 30 LSOAs where lone pensioners account for 20% or more of all households

## Couples (with no children or where all children are non-dependents) and pensioner couples

### Area Committee comparison

- Across the city 29.7% of households are couples living as one family only and who do not have children or where all children are non-dependents, with rates ranging from 18.7% in Inner East to 38.4% in Outer North East
- 7% of all households in the city are occupied by pensioner couples, with rates ranging from 3.5% in Inner North West to 12.2% in Outer North East

One family households: Couples (with no children or where all children are non-dependents) and pensioner couples



### Ward and Lower Super Output Area comparisons

- At the ward level the proportion of households that are pensioner couples ranges from 1.2% in Hyde Park & Woodhouse (in Inner North West) to 14.5% in Harewood (in Outer North East)

### Couples with dependent children and lone parent households

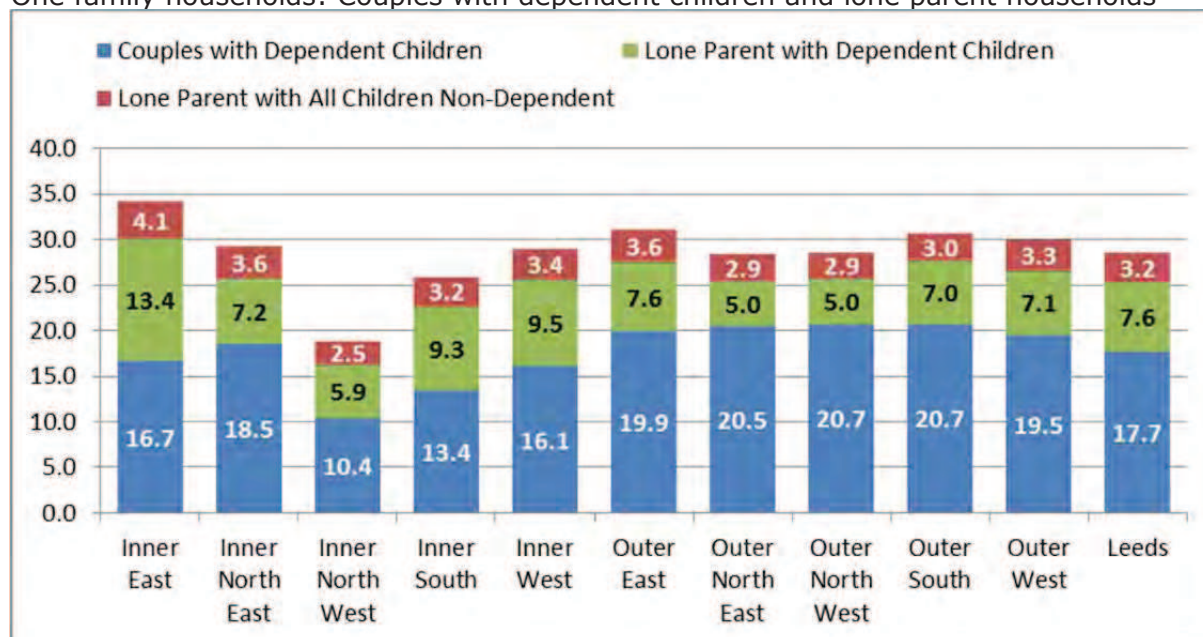
Across the city 27.6% of households have dependent children (including 2.3% living in households other than one family only and therefore not shown in the graph below).

### Area Committee comparison

- The proportion of households with dependent children ranges from 16.3% in Inner North West to 30.1% in Inner East
- Across the city 10.9% of households are headed by a lone parent and 7.6% of households are lone parents with dependent children, with rates ranging from 5.9% in Inner North West to 13.4% in Inner East (for lone parent households with dependent children)



One family households: Couples with dependent children and lone parent households



**Ward and Lower Super Output Area comparisons**

Households with dependent children

- Ward rates range from 7.4% in Headingley (in Inner North West) to 41.5% in Gipton & Harehills (in Inner East)
- LSOA rates range from 1.8% to 59.5%

Lone parent households (with dependent children)

- Ward rates range from 1.6% in Headingley (in Inner North West) to 14.5% in Gipton & Harehills (in Inner East)
- LSOA rates range from 0% to 31.9%, and there are 7 LSOAs where lone parent households account for over 1/5<sup>th</sup> of all households

# Economy

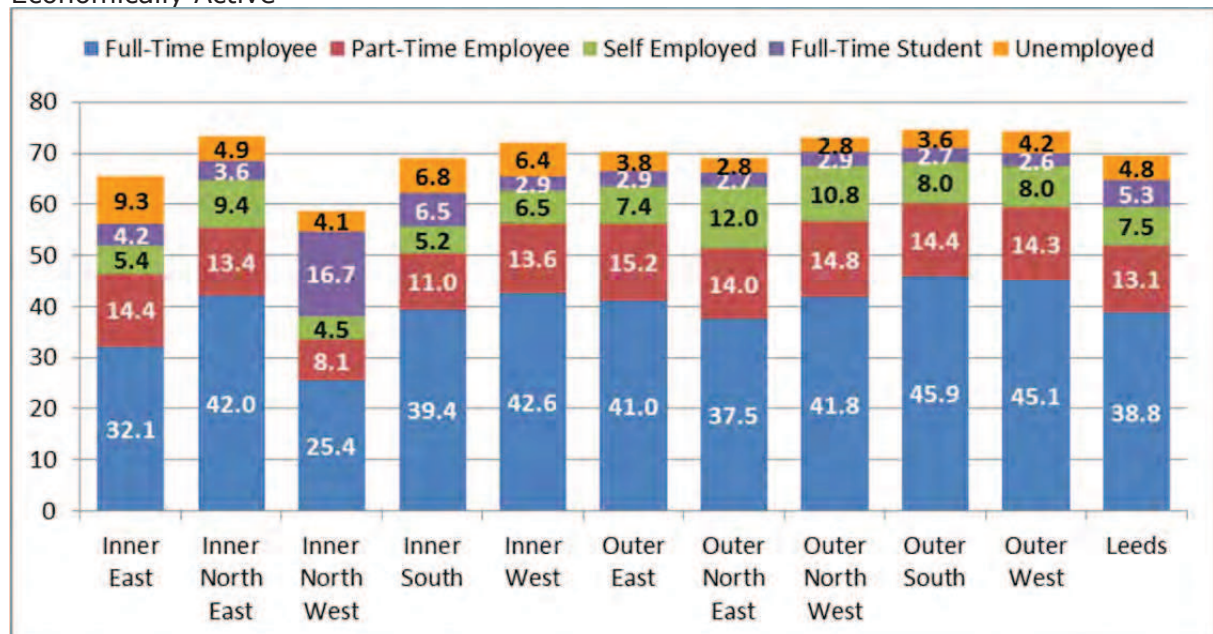
## Economically active population

Economic activity relates to whether or not a person who was aged 16 to 74 was working or looking for work in the week before census. Rather than a simple indicator of whether or not someone was currently in employment, it provides a measure of whether or not a person was an active participant in the labour market.

### Area Committee comparison

- Across the city 69.5% of the population aged 16-74 are deemed to be economically active, with rates ranging from 58.8% in Inner North West to 74.6% in Outer South
- At 45.9%, Outer South has the highest proportion of people who are working as full-time employees and Inner North West the lowest at 25.4%
- The proportion of people working as part-time employees ranges from 8.1% in Inner North West to 15.2% in Outer East
- The proportion of people who are self-employed ranges from 4.5% in Inner North West to 12% in Outer North East
- Inner North West has, by far, the highest proportion of people who are full-time students
- The proportion of people who are unemployed ranges from 2.8% in both Outer North East and Outer North West to 9.3% in Inner East

Economically Active



## Economically inactive population

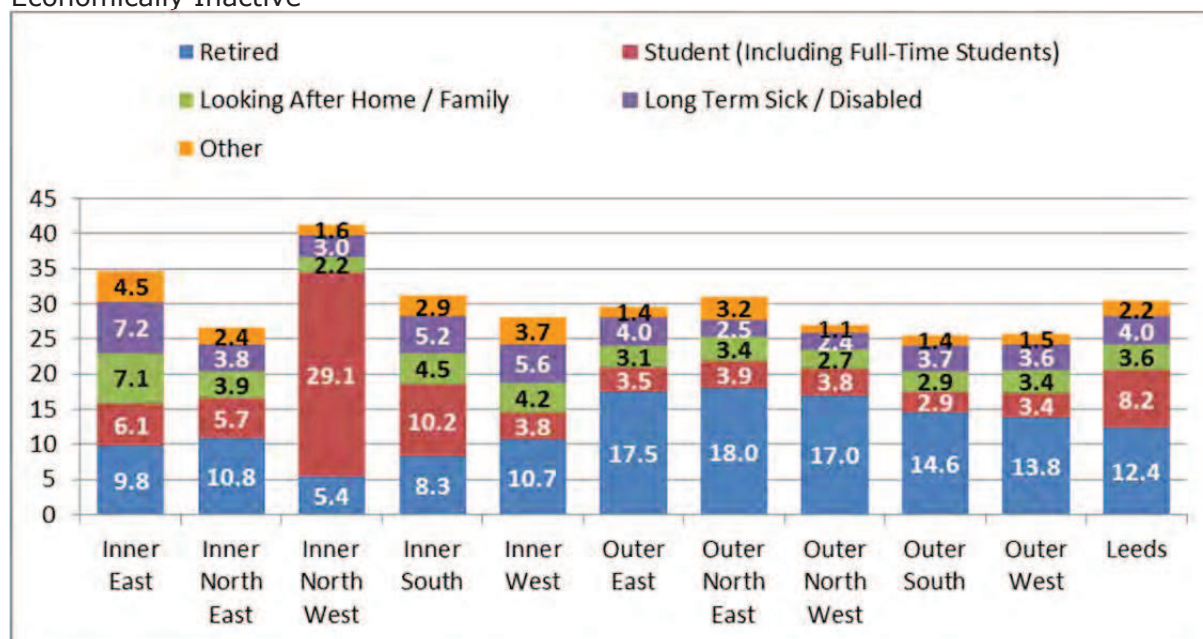
A person aged 16 to 74 is described as economically inactive if, in the week before the census, they were not in employment but did not meet the criteria to be classified as 'Unemployed'. This includes a person looking for work but not available to start work within two weeks, as well as anyone not looking for work, or unable to work - for example retired,

looking after home/family, long-term sick or disabled. Students who fulfil any of these criteria are also classified as economically inactive. This does not necessarily mean in full-time education and excludes students who were working or in some other way were economically active.

### Area Committee comparison

- Across the city 30.5% of the population aged 16-74 are deemed to be economically inactive, with rates ranging from 41.3% in Inner North West to 25.5% in Outer South
- At 18%, Outer North East has the highest proportion of people who are economically inactive due to being retired and Inner North West the lowest at 5.4%
- Inner North West has, by far, the highest proportion of people who are economically inactive due to being full-time students
- The proportion of people who are economically inactive due to looking after home / family ranges from 2.2% in Inner North West to 7.1% in Inner East
- The proportion of people who are economically inactive due to being long-term sick / disabled ranges from 2.4% in Outer North West to 7.2% in Inner East

Economically Inactive



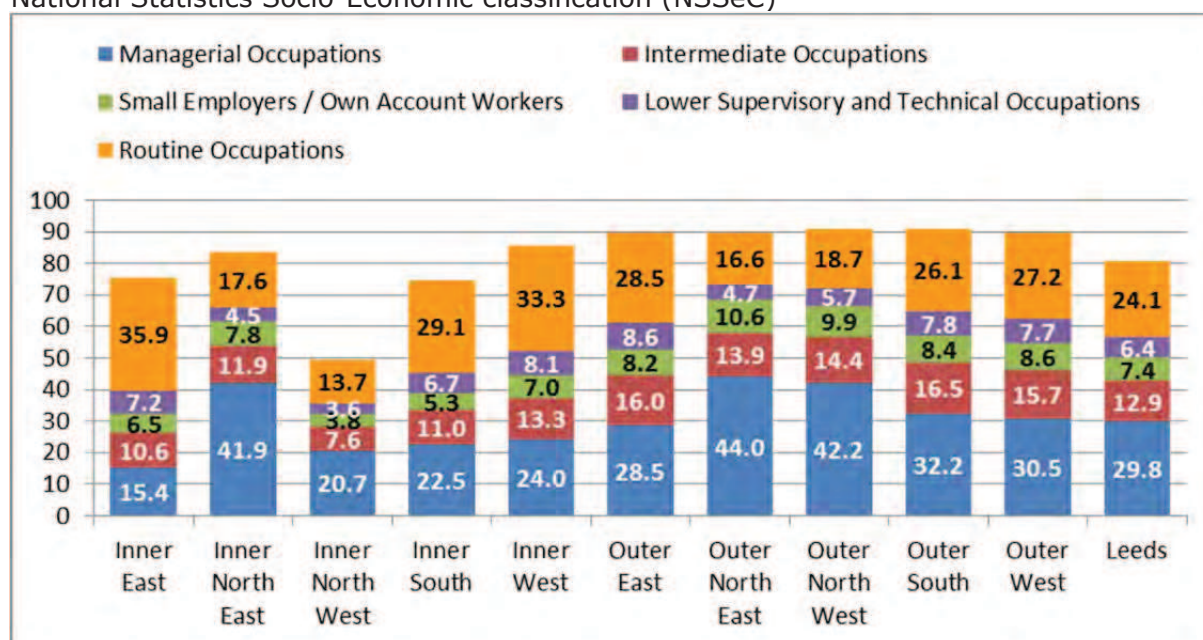
### National Statistics Socio-Economic classification (NSSEC)

#### Area Committee Comparison

- With its high proportion of full-time students, Inner North West has far fewer people counted in this classification
- With 44% Outer North East has the highest proportion of people classified as being in "managerial / professional occupations", while Inner East has the lowest at 15.4%
- The proportions of people classified as being in "intermediate occupations" ranges from 7.6% in Inner North West to 16.5% in Outer South

- The proportions of people classified as being “small employers / own account workers” ranges from 3.8% in Inner North West to 10.6% in Outer North East
- The proportions of people classified as being in “lower supervisory and technical occupations” ranges from 3.6% in Inner North West to 8.6% in Outer East
- At 35.9% Inner East has the highest proportion of people classified as being in “routine occupations” while Inner North West has the lowest at 13.7%

National Statistics Socio-Economic classification (NSSEC)



### Ward and Lower Super Output Area comparisons

#### Managerial / professional occupations

- At the ward level, Hyde Park & Woodhouse (in Inner North West) has the lowest proportion of people in this category (10.6%) while Harewood (in Outer North East) has the highest at 48.3%
- LSOA rates range from 5.2% to 62.6%

#### Routine occupations

- At the ward level, Middleton Park (in Inner South) has the highest proportion of people in this category (19.6%) while Headingley (in Inner North West) has the lowest at 2.7%
- LSOA rates range from 0.7% to 25.6%, and there are 46 LSOAs where 20% or more of people in this category

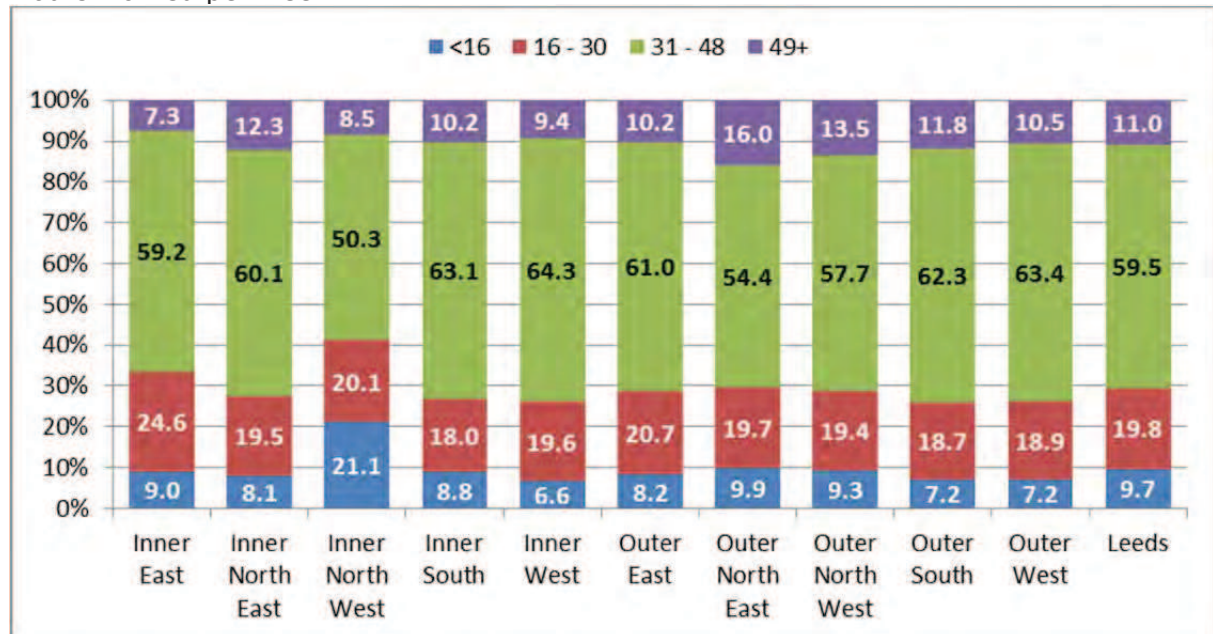
## Hours worked

### Area Committee comparison

The following graph shows the average number of hours worked per week (as a rate of all people aged 16-74 who were in employment the week before the Census).

- Inner North West has the highest proportion of people working part-time and conversely the lowest proportion of people working full-time
- It also has the highest proportion of people working less than 16 hours per week, with Inner East having the highest rate of people working between 16 and 30 hours per week
- Outer South has the highest proportion of people working full-time (31 or more hours per week) but Outer North East has the highest proportion of people working more than 49 hours per week

Hours worked per week

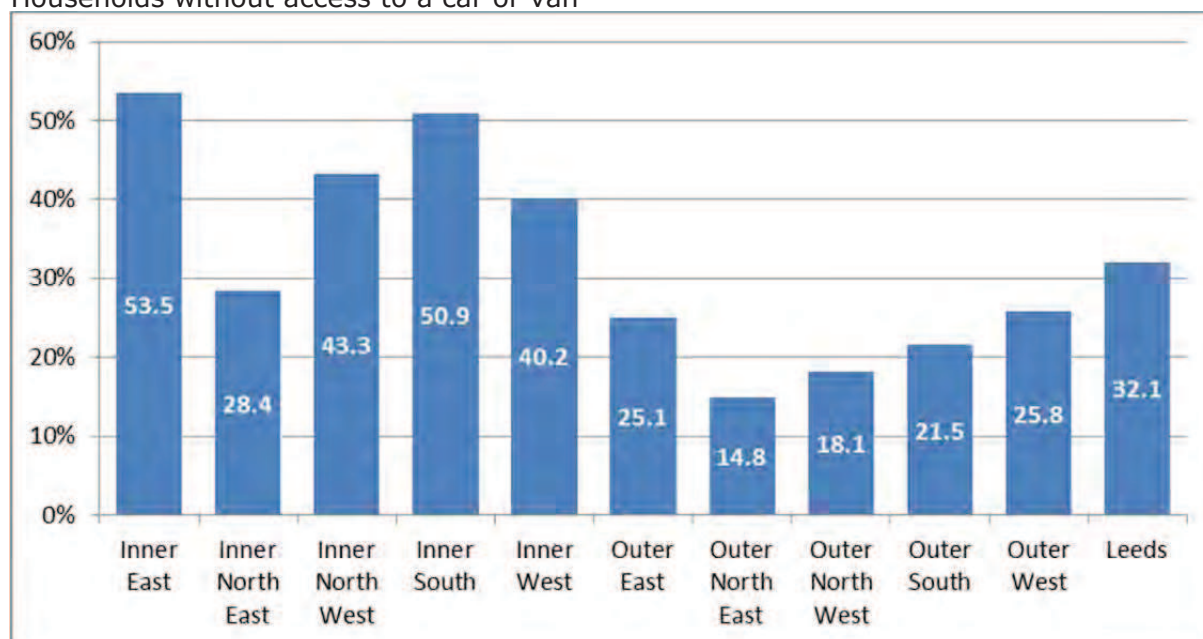


## Households without access to a car or van

### Area Committee comparison

- Across the city 32.1% of households do not have access to a car or van with rates ranging from 14.8% in Outer North East to over 50% in Inner East and Inner South
- All the outer areas have rates below the city average, as does Inner North East

## Households without access to a car or van



### Ward and Lower Super Output Area comparisons

- Ward rates range from 9% in Harewood (in Outer North East) to 61.8% in Hyde Park & Woodhouse (in Inner North West), with 4 wards having rates in excess of 50%
- LSOA rates range from 2.5% to 71.6% and there are 100 LSOAs with rates in excess of 50%

### Travel to work

The following table shows the method of travel used for the longest part, by distance, of the usual journey to work. This topic is only applicable to people who were in employment in the week before the census. There were 10 response options to this question (plus "not in employment", "working mainly at or from home" and "other"). For the purpose of this analysis the "travel to work" options have been grouped as follows:

*Private Transport:* driving a car or van; passenger in a car or van; motorcycle, scooter or moped

*Public Transport:* bus, minibus or coach; train; underground, metro, light rail, tram; taxi

*Bicycle*

*On foot*

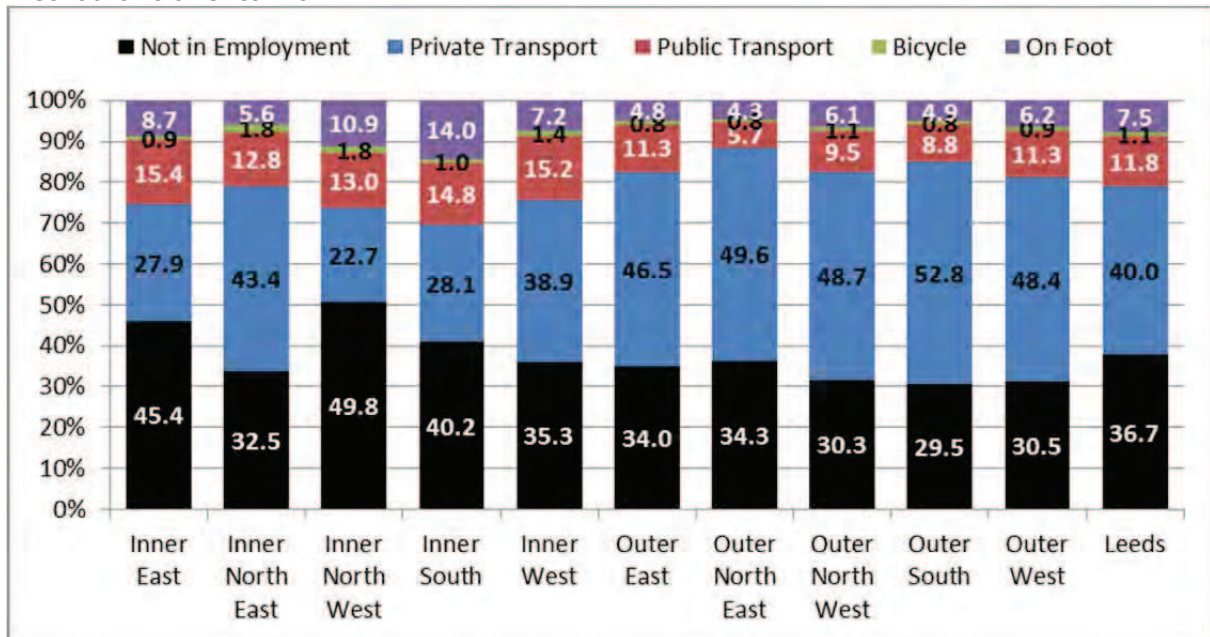
### Area Committee Comparison

Travelling to work by car, van or motorcycle (either driving or as a passenger) is still the most popular method of travelling to work, with 40% of people in Leeds choosing this method (35.9% by driving a car or van, 3.8% travelling as a passenger in a car or van and 0.3% travelling by motorcycle, scooter or moped).

- Across the Area Committees the proportions of people choosing "private transport" ranges from 22.7% in Inner North West to 52.8% in Outer South
- Across the city 11.8% of people travel to work using public transport, with rates ranging from 5.7% in Outer North East to 15.4% in Inner East
- Cycling to work is the least preferred option across all Area Committees with rates ranging from just 0.8% to 1.8%

- Across the city 7.5% of people travel to work on foot, with rates ranging from 4.3% in Outer North East to 14% in Inner South

Method of travel to work



## Lifelong Learning

There were 12 response options to this question (plus 'no qualifications') covering professional and vocational qualifications, and a range of academic qualifications. These are combined into five categories for the highest level of qualification, plus a category for no qualifications and one for other qualifications (which includes vocational or work related qualifications, and for foreign qualifications where an equivalent qualification was not indicated):

*No Qualifications:* No academic or professional qualifications

*Level 1 qualification:* 1-4 O Levels/CSE/GCSEs (any grades), Entry Level, Foundation Diploma, NVQ level 1, Foundation GNVQ, Basic/Essential Skills

*Level 2 qualifications:* 5+ O Level (Passes)/CSEs (Grade 1)/GCSEs (Grades A\*-C), School Certificate, 1 A Level/ 2-3 AS Levels/VCEs, Intermediate/Higher Diploma, Welsh Baccalaureate Intermediate Diploma, NVQ level 2, Intermediate GNVQ, City and Guilds Craft, BTEC First/General Diploma, RSA Diploma

*Apprenticeship*

*Level 3 qualifications:* 2+ A Levels/VCEs, 4+ AS Levels, Higher School Certificate, Progression/Advanced Diploma, Welsh Baccalaureate Advanced Diploma, NVQ Level 3; Advanced GNVQ, City and Guilds Advanced Craft, ONC, OND, BTEC National, RSA Advanced Diploma

*Level 4+ qualifications:* Degree (e.g. BA, BSc), Higher Degree (e.g. MA, PhD, PGCE), NVQ Level 4-5, HNC, HND, RSA Higher Diploma, BTEC Higher level, Foundation degree (NI), Professional Qualifications (e.g. teaching, nursing, accountancy)

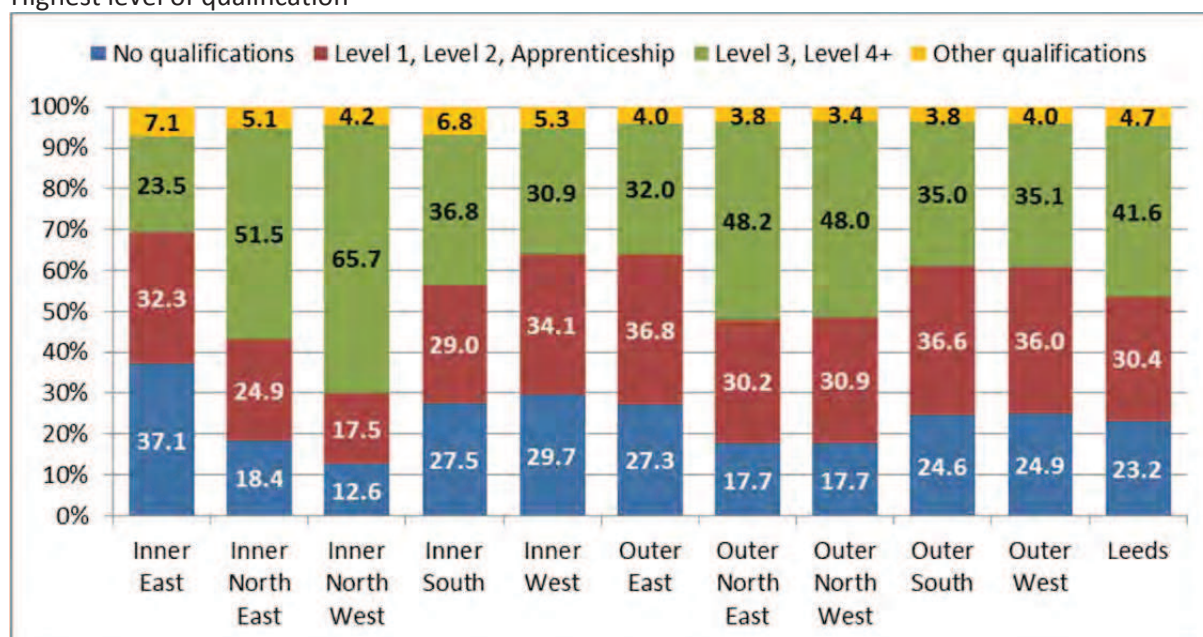
*Other qualifications:* Vocational/Work-related Qualifications, Foreign Qualifications (Not stated/ level unknown)

### Area Committee comparison

The following graph provides information that classifies usual residents aged 16 and over by their highest level of qualification.

- Across the city 23.2% of residents have no formal qualifications, with rates ranging from 12.6% in Inner North West to 37.1% in Inner East
- 41.6% of residents have qualifications equivalent to Level 3 and above, with rates ranging from 23.5% in Inner East to 65.7% in Inner North West

Highest level of qualification





### **Ward and Lower Super Output Area comparisons**

- At a ward level the rates for people with no formal qualifications ranges from 38.1% in Killingbeck & Seacroft (in Inner East) to just 5% in Headingley (in Inner North West)
- There are five wards where people with no formal qualifications account for 30% or more of adults aged 16+
- At the LSOA level the differences are even more stark, with rates ranging from 51.9% to just 0.5%
- There are 43 LSOAs where people with no formal qualifications account for 40% or more of adults aged 16+

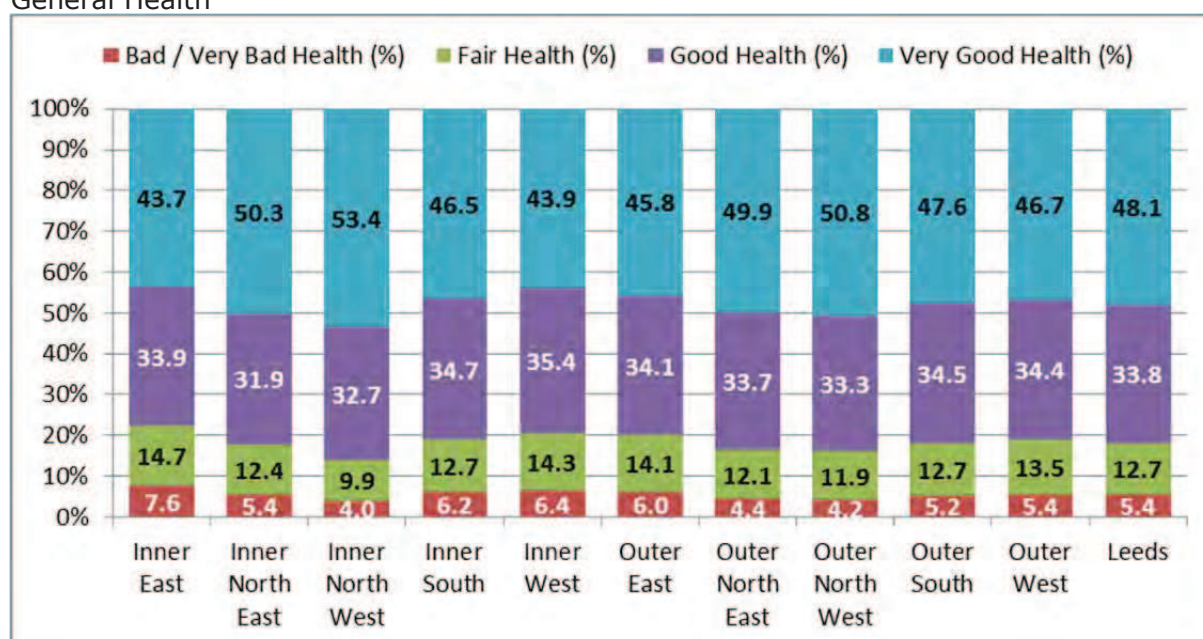
# Health and Well-being

## General Health

### Area Committee comparison

- The majority of people in Leeds feel that their general health is good or very good and this is reflected across all 10 Area Committees
- 12.7% of people across the city feel that their general health is fair, with rates ranging from 9.9% in Inner North West to 14.7% in Inner East
- Across the city 5.4% of people feel that their health is bad or very bad, with rates ranging from 4% in Inner North West to 7.6% in Inner East

General Health



### Ward and Lower Super Output Area comparisons

- At the ward level the proportion of people who feel their general health to be "bad or very bad" ranges from 2.1% in Headingley (in Inner North West) to 8.2% in Burmantofts & Richmond Hill (in Inner East)
- LSOA rates range from 0.5% to 14.7%, and there are 22 LSOAs where 10% or more of the population feel their general health to be "bad or very bad"

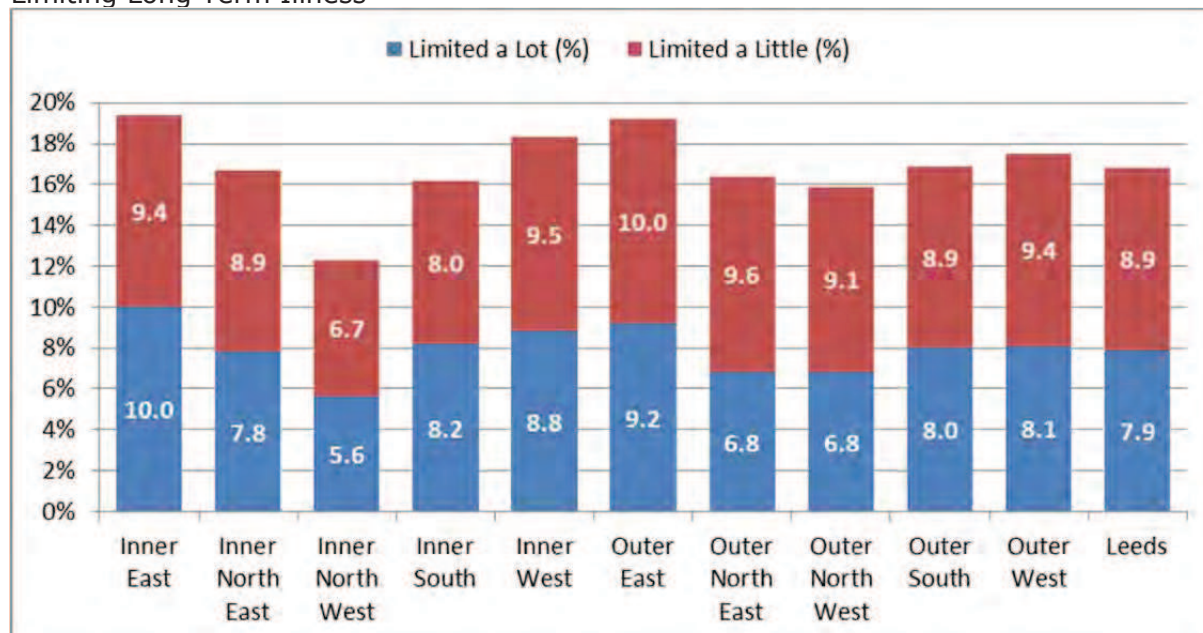
### Limiting Long Term Illness

This refers to a long-term health problem or disability that limits a person's day-to-day activities, and has lasted, or is expected to last, at least 12 months (including problems that are related to old age). People were asked to assess whether their daily activities were limited a lot or a little by such a health problem, or whether their daily activities were not limited at all.

### Area Committee comparison

- Across the city 16.8% of people feel that they have a limiting long-term illness, with rates ranging from 12.3% in Inner North West to 19.4% in Inner East
- 7.9% of people feel that they their day to day activities are limited a lot, with rates ranging from 5.6% in Inner North West to 10% in Inner East

Limiting Long Term Illness



### Ward and Lower Super Output Area comparisons

- At the ward level the proportion of people with a limiting long-term illness ranges from 7.3% in Headingley (in Inner North West) to 22.3% in Killingbeck & Seacroft (in Inner East)
- LSOA rates range from 2.3% to 36.3%, and there are 31 LSOAs where 25% or more of the population have a limiting long-term illness

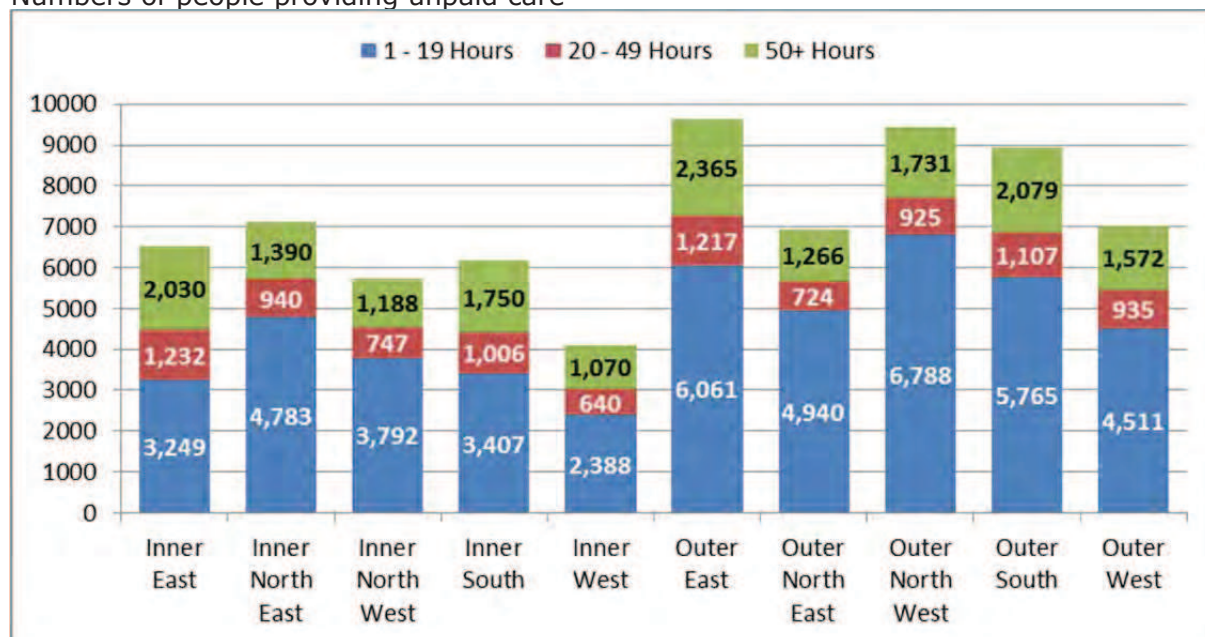
### Provision of unpaid care

#### Area Committee comparison

Across the city over 71,500 people (9.5% of the total population) are providers of unpaid, care with over 16,000 people providing care for 50 or more hours per week.

- Outer East, Outer South and Outer North West have the highest numbers of people providing unpaid care
- Outer East and Outer South also have the highest numbers of people providing care for 50 or more hours per week, with Inner East the third highest in this category

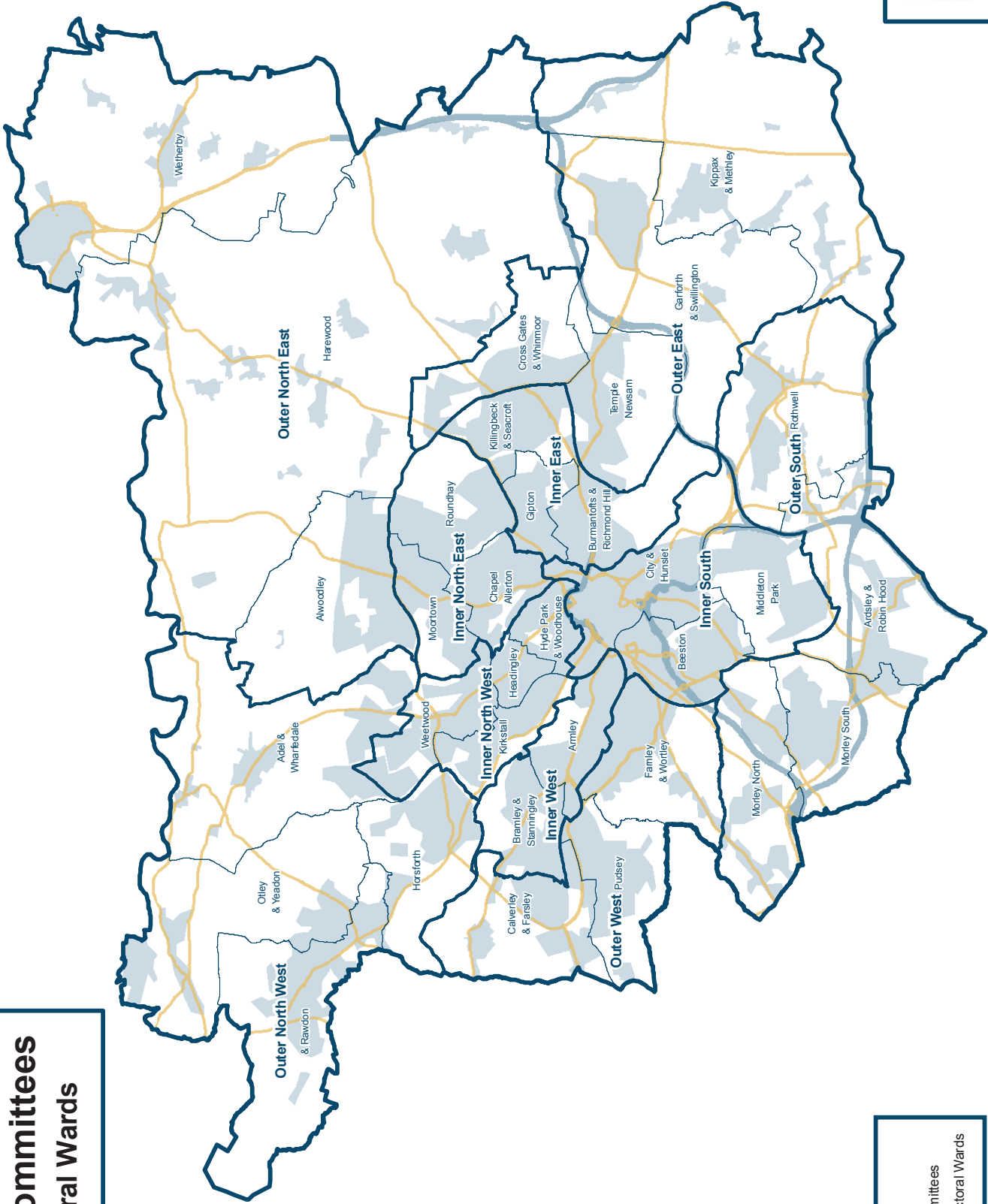
Numbers of people providing unpaid care



## **Appendix A**

### **Area Committee map**

# Area Committees w. Electoral Wards



**Legend**

- Area Committees
- Leeds Electoral Wards



**EXECUTIVE BOARD****THURSDAY, 9TH MAY, 2013****PRESENT:** Councillor K Wakefield in the Chair

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

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

**RESOLVED** – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt 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 2 to the report entitled, 'Disposal of Cleared Site in Holbeck to Unity Housing Association', referred to in Minute No. 249 is exempt in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of the Council. It is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to the disposal of sites to Housing Associations and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time. It is therefore considered that this element of the report should be treated as exempt under Access to Information Procedure Rule 10.4 (3).

**240 Late Items**

With the agreement of the Chair, the following late items of business were admitted to the agenda:-

- (a) 'Leeds LDF Site Allocations Plan: Issues and Options for Public Consultation'. Due to the timescales involved in the Development Plan Panel clearance process, it was not possible for this report and appendices to be circulated with the formal agenda papers. It was therefore submitted as a late item of business. Getting to the current stage of plan preparation had meant a heavy work programme for both officers and Elected Members. Extra meetings of the Development

Draft minutes to be approved at the meeting  
to be held on Wednesday, 19th June, 2013

Plan Panel were scheduled on 9<sup>th</sup> and 16<sup>th</sup> April 2013 and Members also agreed to a day of site visits on 18<sup>th</sup> April 2013. Those extra meetings were held to maintain the progress in developing the Leeds LDF Site Allocations Plan, and with this in mind, in order to maintain such progress, it was recommended that this matter was determined at the 9th May 2013 Executive Board meeting. However, final Development Plan Panel clearance to enable a recommendation to be made to Executive Board was only obtained at a meeting on 30<sup>th</sup> April 2013. Given this and the need to accommodate any changes arising from the Panel debate on 30<sup>th</sup> April, it was not possible to meet the statutory publication requirements. (Minute No. 243 referred).

- (b) 'Transfer of School Sites under the Schools Standards and Framework Act 1998 and the Schools Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007'. This report was submitted as a late item of business, because although the report covered all future transfers that may be requested under the act, there was one specific transfer which needed to be progressed by the end of May 2013 in relation to Brodetsky Primary School. Executive Board approval to transfer land under the act was therefore required in May, along with delegation of final approval of the terms of such disposals to the Director of City Development. This was due to the fact that the availability of DfE funding for the new proposed Free School on the Brodetsky Primary School site was conditional upon the remaining land held by the Council being transferred. The DfE would not sign the Funding Agreement that would allow the Brodetsky Jewish Primary School Foundation Trust to commence with construction works as programmed, to develop their free school provision in time for September 2013. Therefore, any significant delays would mean that the opening of the free school would have to be delayed until September 2014. (Minute No. 246 referred).

**241 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the item entitled, 'Basic Need Programme: Outcome of Consultation on Proposals for Expansion of Primary Provision in 2014 and Permission to Consult on Proposals for the Expansion of Primary Provision in 2015', Councillor Mulherin drew the Board's attention to her position as Chair of Governors at Robin Hood Primary School, which was affected by the proposals detailed within the submitted report. (Minute No. 245 referred).

**242 Minutes**

**RESOLVED** – That the minutes of the meeting held on 24<sup>th</sup> April 2013 be approved as a correct record.



## **NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES**

### **243 Leeds LDF Site Allocations Plan - Issues and Options for Public Consultation**

Further to Minute No. 250, 16<sup>th</sup> May 2012, the Director of City Development submitted a report which sought the Board's approval of the Site Allocations material, specifically Volumes 1 and 2 of the Issues and Options documents, as appended to the submitted report, in order to enable a period of public consultation to be undertaken during June and July 2013 on the Site Allocations Plan.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services placed on record his thanks to all officers who had been involved in the development of the Site Allocations documentation for their considerable efforts in getting the documents to this current stage. In addition, the Executive Member also thanked all Councillors who had contributed as part of the associated Elected Member engagement processes which had been undertaken to date.

Correspondence which had been received from Stuart Andrew MP regarding Leeds' housing targets was tabled at the meeting for Board Members' consideration. Responding to the correspondence and also to Members' comments, the Board received information on the reasoning behind the housing targets detailed within the Leeds LDF Site Allocations Plan being consistent with the level of housing need identified within the Core Strategy. In addition, consideration was also given to how the approach proposed in Leeds compared to that being taken by neighbouring Local Authorities.

Also tabled at the meeting was amended wording in respect of paragraph 1.4.3 and section E5 of Volume 2, Housing Market Characteristic Area (HMCA) 1 (Aireborough) regarding Leeds Bradford International Airport. It was recommended that the revised wording was incorporated into the relevant sections of the issues and options document.

In considering the documentation, a question and answer session ensued. The key points raised were as follows:-

- It was noted that Members may have specific concerns regarding individual site allocations proposed, however, it was acknowledged that the purpose of the documentation submitted to the Board was to facilitate early community and stakeholder engagement on a range of options;
- It was emphasised that the site allocations process needed to be progressed at the earliest opportunity in order to enable the Council to produce a Site Allocations Plan which would demonstrate that sufficient land would be available when needed to meet the Core Strategy targets. It was noted that having such arrangements in place would enable the Council to have greater influence and provide greater direction on development throughout the city;
- Members welcomed the fact that the number of site allocations proposed in the 'green' and 'amber' categories was substantially

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greater than the residual requirement in each of the HCMAs, thus providing considerable choice for public comment;

- The Board highlighted the need for the proposed public consultation exercise to be robust and genuine, and emphasised the need for all sections of the community to be involved, including young people and the elderly;
- Emphasis was placed upon the need to ensure that the unique character of communities throughout Leeds was retained;
- The importance of the Neighbourhood Planning agenda was highlighted, along with the ways in which the agenda related to the Site Allocations process. In addition, emphasis was also placed upon the efforts being made to support Neighbourhood Planning in Leeds;
- The ambitious nature of the city was highlighted together with the need to ensure that Site Allocations process reflected such ambitions;
- The Board highlighted the vital importance of ensuring that appropriate levels of infrastructure were secured across Leeds, which were in line with demand, catered for all sections of the community and took into consideration the city's changing demographics. With regard to such matters, emphasis was placed upon education, adult social care, transport and health provision respectively.

In conclusion, as part of the ongoing engagement with Members, it was requested that Leaders of all political groups be invited to meet to consider a number of key issues in respect of the Site Allocations process, in particular the methodology and extent of the proposed consultation exercise.

#### **RESOLVED –**

- (a) That the Site Allocations Plan Issues and Options documents (Volumes 1 and 2 as appended to the submitted report) be approved for the purposes of public consultation, subject to the inclusion of the updated text which was circulated at the meeting in respect of Leeds Bradford International Airport.
- (b) That as part of the ongoing engagement with Members, Leaders of all political groups be invited to meet to consider a number of key issues in respect of the Site Allocations process, in particular, the methodology and extent of the proposed consultation exercise.

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

#### **244 Implementation of an Area Lead Member Role**

Further to Minute No. 139, 12<sup>th</sup> December 2012, the Assistant Chief Executive (Customer Access and Performance) submitted a report providing details of the proposed formation of Area Lead Roles following the recent consultation exercise which has been undertaken. The main aim of re-launching the roles was to provide clarification around the roles themselves, strengthen links to Executive Members and Council services, improve training, whilst also supporting and encouraging both formal and informal links with relevant

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partners. In addition, the report recommended that Area Committees appoint to those roles in the new municipal year.

**RESOLVED** – That approval be given to the proposals contained within the submitted report for Area Committees to appoint Area Lead Members for the 2013/2014 municipal year, in accordance with a number of defined roles to be presented at the Annual Meeting of Council on 20th May 2013.

## **CHILDREN'S SERVICES**

### **245 Basic Need Programme: Outcome of consultation on Proposals for Expansion of Primary Provision in 2014 and Permission to Consult on Proposals for the Expansion of Primary Provision in 2015**

The Director of Children's Services submitted a report outlining proposals which were designed to meet the local authority's duty to ensure sufficiency of school places. The report was divided into two parts: Part A detailed the outcomes from the public consultation exercise on the expansion of primary provision across the city for September 2014, and made recommendations for the next steps for each of the proposals, whilst Part B sought the Board's permission to commence a public consultation exercise upon the proposals for the expansion of primary provision in the city from September 2015.

With regard to the proposals, Members highlighted the considerable demand being placed on specific schools highlighted within the submitted report.

Responding to a Member's enquiry, reassurance was provided in respect of the timescales by which proposals addressing primary provision in Farnley would be submitted to the Board.

Members commented upon the Council's Schools Admissions Policy, specifically regarding the way in which the distance between an individual's home and school was measured, and whether consideration was given to transport barriers between an individual's home and school. In response, reassurance was provided that work was currently being undertaken on the Policy to ensure that it was as clear and accessible as possible.

### **RESOLVED –**

- (a) That the publication of a statutory notice for the expansion of Allerton Bywater Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2014, be approved.
- (b) That the publication of a statutory notice for the expansion of Asquith Primary School from a capacity of 210 pupils to 420 pupils with an increase in the admission number from 30 to 60 with effect from September 2014, be approved.
- (c) That the publication of a statutory notice for the expansion of Morley St Francis Catholic Primary School from a capacity of 154 pupils to 210

pupils with an increase in the admission number from 22 to 30 with effect from September 2014, be approved.

- (d) That the publication of a statutory notice for the expansion of East Ardsley Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014, be approved.
- (e) That the publication of a statutory notice for the expansion of Robin Hood Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2014, be approved.
- (f) That the publication of a statutory notice to lower the age range of Hollybush Primary School from 5 to 11 to 3 to 11, be approved.
- (g) That permission be given to consult upon the expansion of Pudsey Primrose Hill Primary School from a capacity of 315 pupils to 420 pupils with an increase in the admission number from 45 to 60 with effect from September 2015;
- (h) That permission be given to consult upon a linked proposal to expand Guiseley Infant and Nursery School from a capacity of 270 pupils to 420 pupils and raise the age range from 3 to 7 to 3 to 11 with effect from September 2015;
- (i) That permission be given to consult upon a linked proposal to expand St Oswald's Church of England Junior School from a capacity of 360 pupils to 420 pupils and lower the age range from 7 to 11 to 5 to 11 with effect from September 2015.

**246 Transfer of School Sites under the Schools Standards and Framework Act 1998 and the Schools Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2007**

The Director of Children's Services and the Director of City Development submitted a joint report which sought in principle approval for the transfer of land to Applicant Schools under the control of Leeds City Council, in accordance with the relevant legislation. In addition, the report also sought approval for the necessary authority to be delegated to the Director of City Development which would enable him to approve the detailed terms for such transfers, in consultation with Director of Children's Services, Executive Member for Children's Services and appropriate Ward Members.

**RESOLVED –**

- (a) That the transfer of Council owned land to Applicant Schools, as set out within the submitted report, be approved, and that the Director of City Development, in consultation with the Director of Children's Services, the Executive Member for Children's Services and appropriate Ward Members, be delegated the necessary authority to approve the detailed terms of the transfers.

- (b) That the principal of transferring land in the ownership of the Council (and which an Applicant School may call for) to the Controlling Body, be approved on the basis set out within the submitted report, and that final approval of the terms of such disposals be delegated to the Director of City Development.

## **RESOURCES AND CORPORATE FUNCTIONS**

### **247 Executive and Decision Making Procedure Rules**

The Head of Governance Services submitted a report setting out proposed amendments to the Executive and Decision Making Procedure Rules intended to reflect the Council's current practice and procedure in relation to executive decision making, as amended in light of the enactment of the Local Authorities (Executive Arrangements) (Meetings and Access to Information)(England) Regulations 2012.

**RESOLVED** – That Rules 1.1 to 1.4, 2.1 and 3.1 of the Executive and Decision Making Procedure Rules, as set out within Appendix A to the submitted report, be approved.

## **HEALTH AND WELLBEING**

### **248 Response to Deputation - Health and Wellbeing of people living in Hyde Park and the need for local Schools and Community to access Sports and Leisure Facilities**

Further to Minute No. 125, 12<sup>th</sup> December 2012, the Director of Public Health and the Chief Planning Officer submitted a joint report responding to the deputation presented to the full Council meeting on 12th September 2012 from the Hyde Park Olympic Legacy Committee regarding the health of people in Hyde Park and the need for local schools and community to access decent sports facilities. This report followed the initial consideration of this matter at the December 2012 Executive Board meeting.

In presenting the report, the Executive Member for Health and Wellbeing requested that the second sentence within paragraph 5.1 of the submitted report be amended, so that it read, 'However, in a planning context officers are mindful that refusal of the Victoria Road application would not automatically serve to enhance local sports provision or community health as desired'.

Responding to a Member's enquiry, officers provided the Member in question with the current position regarding local primary schools' access to local sports facilities, including those referenced by the deputation.

### **RESOLVED –**

- (a) That the inclusion of the amendment to paragraph 5.1 of the submitted report (as detailed above) be agreed.
- (b) That it be noted and acknowledged that the area in question has a deficiency in sports facilities and pitches. In addition, whilst

recognising the role of the Local Planning Authority, the Board's support be given to the principle of enhancing opportunities for the local community to engage in physical activity in order to improve health and wellbeing in the area.

## **DEVELOPMENT AND THE ECONOMY**

### **249 Disposal of Cleared Site in Holbeck to Unity Housing Association**

The Director City Development submitted a report which sought approval to dispose of a cleared site in Holbeck at less than best consideration and on the basis of a "one to one" negotiation with Unity Housing Association. The report noted that the disposal of the specified site would facilitate the development of an affordable housing scheme in a priority regeneration area of the city.

The proposals detailed within the submitted report were welcomed, as it was noted that such proposals would provide much needed accommodation and would also assist with the regeneration of the area.

Following consideration of Appendix 2 to the submitted report, designated as exempt under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

#### **RESOLVED –**

- (a) That a proposal to dispose of a cleared site in Holbeck, as identified at Appendix 1 to the submitted report, be approved, on the basis of a "one to one" negotiation with Unity Housing Association at a less than best consideration, on the terms detailed within exempt Appendix 2 to the submitted report.
- (a) That the necessary authority be delegated to the Director of City Development (with the power to sub delegate) in order to approve the detailed terms of the sale.

### **250 A58 Inner Ring Road Essential Maintenance Scheme**

Further to Minute No. 237, 11<sup>th</sup> April 2012, the Director of City Development submitted a report providing an update on the progress made in respect of the A58M Leeds Inner Ring Road Essential Maintenance Scheme. In addition, subject to Full Approval from the Department for Transport, the report also sought authority to incur expenditure for the construction stage of the Woodhouse Tunnel Strengthening Scheme.

Responding to a Member's enquiry, clarification was provided to the Board regarding the Department for Transport approvals process.

#### **RESOLVED –**

- (a) That the update provided in the submitted report, including the substantial completion of New York Flyover and Lovell Park Bridge, be noted.

- (b) That it be noted that a contractor has been appointed for Woodhouse Tunnel and is currently utilising Early Contractor Involvement to look at the optimum solution for delivery, and also to feed into the Full Approval process.
- (c) That subject to Full Approval by the Department for Transport, expenditure of up to £19,483,000 be authorised in order to implement the construction phase for Woodhouse Tunnel.

**DATE OF PUBLICATION:** 13<sup>TH</sup> MAY 2013

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 20<sup>TH</sup> MAY 2013 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on the 21<sup>st</sup> May 2013)

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## Report of Head of Scrutiny and Member Development

### Report to Scrutiny Board (Housing and Regeneration)

Date: 25<sup>th</sup> June 2013

### Subject: Inquiry to consider Student Accommodation – Draft Terms of Reference

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 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. Scrutiny Board (Housing and Regeneration) at its meeting on 30th April 2013 considered briefing papers on student accommodation in the city. Members agreed that it should undertake an investigation of this issue and requested that draft terms of reference be prepared for consideration of the Board.

### Draft Terms of Reference

2. A copy of the draft terms of reference is attached for Members consideration.

### Consultation

3. The Scrutiny Board Procedure Rules and Guidance Notes require that, before embarking on an inquiry, the Board seeks and considers the views of the relevant Director/s and Executive Member/s. These views will need to be taken into account in finalising the terms of reference.
4. The Executive Board Members with portfolio responsibility for Neighbourhoods, Planning and Support Services and Development and the Economy together with the relevant Directors have been invited to submit their views and any that are received will be reported to the Board.

### Co-opted Members

5. Members of the Board may appoint up to two non-voting co-opted members for a term of office that relates to the duration of this particular scrutiny inquiry.

## **Recommendation**

6. The Board is requested to
  - (a) agree the terms of reference for this inquiry and the establishment of a working group comprising all Members of the Board to undertake this work.
  - (b) consider the appointment of up to two non-voting co-opted members for a term of office that relates to the duration of this particular scrutiny inquiry.

## **Background documents**

6. None used

## **Scrutiny Board (Housing and Regeneration)**

### **Working Group**

#### **Inquiry to consider Student Accommodation in the City**

##### **Terms of Reference**

### **1.0 Introduction**

- 1.1 The Scrutiny Board (Housing and Regeneration) in early 2013 expressed concern that planning approval had been given for a change of use of offices to form student accommodation at Pennine House, Russell Street as this was a complete departure from the traditional areas for student accommodation. The Board requested briefing papers on this issue.
- 1.2 At the last Scrutiny Board meeting of the 2012/13 municipal year on 30<sup>th</sup> April 2013 Members considered a report of the Director of City Development which explored issues underpinning the preparation of a new planning policy for student housing development in the city. It also listed current planning permissions and enquiries for purpose built student accommodation in the city.
- 1.3 A report from the Director of Environment and Neighbourhoods entitled 'Update on the analysis of current housing market trends within the Leeds 6 postcode areas' was also considered at that meeting.
- 1.4 The Executive Member for Neighbourhoods, Planning and Support Services reported at this meeting that a cross Council initiative was to be established on the issues relating to the housing market in traditional student housing areas.
- 1.5 As a consequence of those discussion the Scrutiny Board recommended that its successor Scrutiny Board in 2013/14 undertake an inquiry into student accommodation in the city.
- 1.6 Scrutiny Board (Housing and Regeneration) is asked to:
  - a) establish a Working Group comprising of all Members of the Board to undertake this inquiry.
  - b) consider whether it wishes to co-opt up to two non-voting co-opted members to this Working Group for the period of this inquiry.

### **2.0 Context of and Drivers for the Inquiry**

- 2.1 The context of and drivers for the inquiry are:
  - Concern at the introduction of student accommodation into the Prime Office Quarter of the city.

- Desire to contribute to the issues underpinning the preparation of a new planning policy for student housing development in the city.
- Public examination of the Council's Core Strategy in the summer of 2013 whereby the 'soundness' of the plan policies will be considered by an independent inspector who will hear from objectors and from the Council.

### **3.0 The Scope of this Inquiry**

#### 3.1 The scope of this inquiry is to review and consider

- The report by re'new which has been commissioned by the Director of City Development to examine the demand and supply for student accommodation in Leeds. It has been asked to propose policies and management arrangements to better assess the future provision of student housing and the suitability of locations based on consultations it had carried out with key stakeholders including higher education institutions, UNIPOL and others active in the student market.
- The identification of other key stakeholders and others active in the housing market who have not been consulted by re'new and whether further information is required following analysis of re'new's report.
- The implications of a criteria based planning policy for student accommodation in the city with a move away from traditional student areas and an increase in planning applications for student development in locations which are considered unsuitable by adjoining occupiers and local residents.
- The identification and location of current planning applications and enquiries for student accommodation in the city and whether there is a need for the development of supplementary planning polices for these specific areas.

### **4.0 Comments of the relevant Directors and Executive Board Members**

4.1 The relevant Directors and appropriate Executive Board Members have been requested to comment on these terms of reference and these will be reported to Members of the Scrutiny Board (Housing & Regeneration) Working Group at its first meeting.

### **5.0 Timetable for the Inquiry**

5.1 The inquiry will take place over at least three sessions of the Working Group with a view to issuing a final report in October 2013.

5.2 The length of the Inquiry is subject to change.

## **6.0 Key Issues and Questions**

6.1 There are a number of key issues and questions including:

- What is the demand and supply for student accommodation in the city including traditional student areas?
- What arrangements are in place to help regenerate traditional student areas where there is a decline in students wanting to live in those areas?
- Where is the current demand for student accommodation and is there an oversupply?
- What actions, if any, can the Council and our partners take to influence market forces that encourage the provision of student accommodation in areas that are not considered unsuitable by adjoining occupiers and local residents?
- The need to avoid duplication of effort on this issue following the announcement by the Executive Member for Neighbourhoods, Planning and Support at the Scrutiny Board (Housing and Regeneration) on 30<sup>th</sup> April 2013 that a cross Council initiative would be established to consider issues relating to the housing market in traditional student housing areas.

## **7.0 Submission of Evidence**

7.1 There will be at least three evidence gathering sessions and further meetings will be scheduled as required:

### **Session One – July 2013 Date and Time to be Confirmed**

The purpose of this session is to:

- Approve the draft terms of reference for this inquiry following consideration by the Scrutiny Board (Housing and Regeneration) in June 2013.
- Receive the report of the Director of City Development on Student Housing and the report of the Director of Environment and Neighbourhoods on an analysis of current housing market trends within the Leeds 6 postcodes. These were discussed at the Scrutiny Board (Housing and Regeneration) meeting on 30<sup>th</sup> April 2013 which requested this inquiry. A copy of the relevant minutes for that meeting will be attached to those reports.
- Consider the report by re'new on the demand and supply for student accommodation in Leeds.
- Hear the representative from re'new, Phil Crabtree, Chief Planning Officer and Maggie Gjessing, Housing Investment Manager.

- Identify other key stakeholders and others active in the housing market who have not been consulted by re’new and whether further information is required following analysis of re’new’s report.
- Confirm witnesses to attend the next meeting of the Working Group.

### **Session Two – August 2013 Date and Time to be Confirmed**

The purpose of this session is to consider:

- Any information requested from the last session.
- A paper by the Chief Planning Officer on the implications of a criteria based planning policy for student accommodation in the city with a move away from traditional student areas and an increase in planning applications for student development in locations which are considered unsuitable by adjoining occupiers and local residents. The report to include the identification and location of current planning applications and enquiries for student accommodation in the city and whether there is a need for the development of supplementary planning polices for these specific areas.
- Discuss the key issues as appropriate.
- Hear from Phil Crabtree, Chief Planning Officer and from other key stakeholders and others active in the housing market who have been invited to attend today’s session having been identified at the last meeting of the working group.
- Confirm witnesses to attend the next meeting of the Working Group.
- Identify recommendations for inclusion in the Scrutiny Boards final report.

### **Session Three – September Date and Time to be Confirmed**

The purpose of this session is to consider:

- Any information requested from the last session.
- Hear from witnesses identified at the last meeting of the Working Group.

### **Draft Final Report – Scrutiny Board (Housing and Regeneration) October 2013**

- Consider the Board’s draft final inquiry report and recommendations

## **8.0 Witnesses**

- 8.1 The following witnesses have been identified as possible contributors to the inquiry:

- Chair of the Housing and Regeneration Strategic Partnership Board
- Officers from Environment & Neighbourhoods Directorate as necessary e.g. Megan Godsell on housing policy and Maggie Gjessing on housing delivery issues
- Officers from City Development Directorate as necessary e.g. Phil Crabtree, Chief Planning Officer, Robin Coghlan on Planning Policy issues and David Feeney on overall Core Strategy
- Representatives from Children's Services 11-19
- Representative from re'new
- Representatives from Universities, Unipol and other student unions
- Representative from Homes and Community Agency
- Private sector representation

## **8.0 Equality and Diversity / Cohesion and Integration**

- 8.1 The Equality Improvement Priorities 2011 to 2015 have been developed to ensure our legal duties are met under the Equality Act 2010. The priorities will help the council to achieve it's ambition to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.
- 8.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 8.3 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 8.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

## **9.0 Post inquiry report monitoring arrangements**

- 9.1 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 Scrutiny Board (Housing and Regeneration).
- 9.2 The final inquiry report will include information on the detailed arrangements for how the implementation of recommendations will be monitored.

## **10.0 Measures of success**

- 10.1 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.

10.2 Some initial measures of success are:

- Identification of actions that will help to contribute to the regeneration of traditional student areas where there is a decline in students wanting to live in those areas.
- Identification of policies and actions that will encourage the provision of student accommodation in areas that are not considered unsuitable by adjoining occupiers and local residents.



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

**Report to Housing and Regeneration Scrutiny Board**

**Date: 25<sup>th</sup> June 2013**

**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 Further to the discussions already held during today’s meeting, Members are now requested to translate the decisions made around the chosen topics for Scrutiny into a work schedule for the forthcoming municipal year.

2.2 A draft work schedule is attached. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve performance monitoring, recommendation tracking and Budget and Policy Framework Plans.

**3. Recommendations**

3.1 Members are asked to prioritise the topics identified for Scrutiny and incorporate these into its work schedule for the forthcoming municipal year.

**4. Background papers<sup>1</sup>**

4.1 None used

<sup>1</sup> The background documents listed in this section are available to download from the Council’s website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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## Scrutiny Board (Housing and Regeneration) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	June	July	August
<b>Student Accommodation inquiry subject to approval</b>	Draft Terms of Reference Working Group Student Accommodation	WG	WG
<i>To be determined</i>			
<b>Briefings</b>		Government proposals for devolution to Local Enterprise Partnerships (LEP) and the LEP bidding process (To be announced in the Government's spending review on 26 <sup>th</sup> June 2013)	
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>		Report on External Publication of Employee Interests*  Progress on a Review of the role and Membership of the Strategic Housing Land Availability Assessment (SHLAA)**	
<b>Performance Monitoring</b>	Quarter 4 performance report		

\*Report on External Publication of Employee Interests to be considered by Scrutiny Board in July 2013 if report is cleared for Executive Board which incorporates formal response to Scrutiny Board recommendations on this issue

\*\* The Executive Board is shortly to be asked to consider a report on a review of the role and membership of the SHLAA following the Scrutiny Boards recommendations on this matter

**Scrutiny Board (Housing and Regeneration) Work Schedule for 2013/2014 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	September	October	November
<i>Student Accommodation inquiry</i>	WG	Final Report	
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>	Review of performance indicators – report of Director of Environment & Neighbourhoods		
<b>Budget &amp; Policy Framework Plans</b>	Consider Report on Housing Revenue, General Fund Regeneration and Capital Programme Period 2		
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 1 performance not being submitted this month due to review		

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**Scrutiny Board (Housing and Regeneration) Work Schedule for 2013/2014 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	December	January	February
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 2 performance report SB 09/12/13 @ 10 am		

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**Scrutiny Board (Housing and Regeneration) Work Schedule for 2013/2014 Municipal Year**

Area of review	Schedule of meetings/visits during 2013/14		
	March	April	May
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
<i>To be determined</i>			
<b>Briefings</b>			
<b>Budget &amp; Policy Framework Plans</b>			
<b>Recommendation Tracking</b>			
<b>Performance Monitoring</b>	Quarter 3 performance report SB 10/03/14 @ 10 am		

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