



SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 18th June, 2013 at 10.00 am

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

MEMBERSHIP

Councillors

- M Rafique (Chair) - Chapel Allerton;
- D Cohen - Alwoodley;
- M Lyons - Temple Newsam;
- P Wadsworth - Guiseley and Rawdon;
- R Harington - Gipton and Harehills;
- M Ingham - Burmantofts and Richmond Hill;
- J McKenna - Armley;
- J Chapman - Weetwood;
- A Castle - Harewood;
- D Coupar - Cross Gates and Whinmoor;
- A Khan - Burmantofts and Richmond Hill;

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</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>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 23 APRIL 2013</p> <p>To confirm as a correct record the minutes of the meeting held on 23 April 2013</p>	1 - 6
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the Board's terms of reference and Strategic Partnership Board alignment</p>	7 - 16
8			<p>CO-OPTED MEMBERS</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>	17 - 22
9			<p>2012/13 QUARTER 4 PERFORMANCE REPORT</p> <p>To receive a report from the Deputy Chief Executive summarising the quarter 4 performance data relevant to the Scrutiny Board.</p>	23 - 38

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report from the Head of Scrutiny and Member Development on potential sources of work for the Scrutiny Board.</p>	39 - 102
11			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	103 - 108
12			<p>REQUEST FOR SCRUTINY - PROPOSAL TO INTRODUCE CHARGES FOR PARTY IN THE PARK</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting a request for scrutiny.</p>	109 - 120
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>Tuesday 16 July 2013 at 10.00am in the Civic Hall, Leeds (pre-meeting for Board Members at 9.30am)</p>	

Agenda Item 6

SCRUTINY BOARD (SUSTAINABLE ECONOMY AND CULTURE)

TUESDAY, 23RD APRIL, 2013

PRESENT: Councillor M Rafique in the Chair

Councillors P Wadsworth, R Harington,
M Ingham, J McKenna, B Urry and
J Chapman

142 Chairs Opening Remarks

The Chair welcomed everyone to the April meeting of the Scrutiny Board (Sustainable Economy and Culture).

143 Late Items

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

- Scrutiny Board (Sustainable Economy and Culture) – Minutes of a Meeting held on 9th April 2013 (Agenda Item 6)(Minute 146 refers)

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

144 Declaration of Disclosable Pecuniary Interests

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

145 Apologies for Absence and Notification of Substitutes

An apology for absence was received on behalf of Councillor D Cohen.

146 Minutes - 3rd and 9th April 2013

RESOLVED –

- a) That, subject to the following minor amendment, the minutes of the meeting held on 3rd April 2013 be confirmed as a correct record:-

Minute 128 Call In – Kirkgate Market Strategy – to delete in the attendance 'Councillor R Lewis – Deputy Leader and Executive Board Member' and insert 'Councillor R Lewis, Executive Member, Development and the Economy'

- b) That the minutes of the meeting held on 9th April 2013 be confirmed as a correct record.

147 Matters Arising from the Minutes

- a) Outcome of Call In (Minute 129 refers)

The Principal Scrutiny Adviser informed the meeting that a response had been received to the Call In recommendations from the Executive

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

Member, Development and the Economy and that Board Members had received a copy of the response.

148 Scrutiny Inquiry - Flood Risk Management

Referring to Minute 71 of the meeting held on 22nd November 2013, the report of the Head of Scrutiny and Member Development presented information as part of the Board's inquiry into flood risk management.

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

- Scrutiny Board (Sustainable Economy and Culture) – Flood Risk Management – Terms of Reference (Appendix 1 refers)
- Report of the Flood Risk Manager – Inquiry into Flood Risk Management – Background Report (Appendix 2 refers)
- Report of the Director of City Development – Outline of flood risk policies and procedures (Appendix 3 refers)
- Report of the Chief Officer Environmental Action, Head of Engineering Service – Briefing Note: Flood Risk Management: Gully Cleaning and Maintenance (Appendix 4 refers)

The Chair informed the meeting that the submission of evidence would cover the following specific areas:-

- The role and contribution of the various relevant council services including the Flood Risk Management team, Highways, Planning and Neighbourhood Management/Locality Teams (with regard to gully maintenance) to managing flood risk in Leeds (Session One)
- The role and contribution of Yorkshire Water and the Environment Agency to managing flood risk in Leeds (Session Two refers)

In attendance to address the Board and answer Members' questions were:-

- Councillor Mark Dobson, Executive Member, Environment
- Councillor Richard Lewis, Executive Member, Development and the Economy
- Ms Jacqueline Simpson, Garforth Flood Support Group
- Mr Roy Coello, Head of Engineering Services
- Mr Peter Davis, Flood Risk Manager
- Mr Martin Sellens, Head of Planning Services
- Ms Helen Miller, Principal Planner
- Ms Helen Freeman, Chief Officer, Environmental Action
- Ms Wendy Kimpton, Yorkshire Water (Session Two)
- Mr John Woods, Environment Agency (Session Two)

Apologies had been received from Mr Adam Tunningley, Partnership Manager, West Yorkshire, Environment Agency.

As part of Session One of the inquiry, the Chair invited Mr Peter Davis, Flood Risk Manager to give a brief overview of the background information into

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

Flood Risk Management. Members also received a presentation which covered such issues as main rivers and watercourses; Leeds City Council flooding incident records (2001-2010); hotspot locations; photographs of different types of gullies/curbs and drainage examples etc.

The Chair then invited Councillor Mark Dobson, Executive Member, Environment to comment on his role as Executive Member in relation to this issue and as a Ward Member for Garforth where a number of flooding incidents had occurred over recent years. He commented on the excellent work undertaken by the Locality team who had remodelled the gully cleansing and maintenance issues. In conclusion, he referred to the continuing difficulties in relation to planning issues and how new developments fitted into the current structure around flooding.

The Chair then invited Ms Jacqueline Simpson, Garforth Flood Support Group to provide a brief overview of the history of the Garforth Flood Support Group. She commented on the work of the group which had been selected as a national pilot by DEFRA. She praised Leeds City Council for their response rate and excellent work undertaken on flood risk management in Garforth over the past few years and informed the meeting that the Garforth Flood Support Group remained active in reporting gully incidents to the Council. In conclusion she raised her concerns about the management of sites and enforcement of obligations during the construction phase of new developments.

The Chair then invited questions and comments from Board Members on the evidence submitted.

In summary the following issues were discussed:-

- The problems associated with chronic ground water issues, especially in relation to water getting into cellars which could contain sewerage and who was responsible in this regard with details of the measures in place to resolve this issue
- The need for a dedicated team or One Stop approach to achieve consistency
- The need for a joined up approach when dealing with broken gullies
- The need to address how individual gullies became blocked and to ensure that the service was cost effective
- Clarification on the effectiveness of a combined drainage system
- The need to consider including a programme of works for new roads and kerbs within the plans for new housing development
- Clarification of how the watercourse hotspots were cleared and whether they were linked to local gully maintenance schedules
- Clarification of how the services were maintained during times of vacancies/staff illnesses
- The improvements in information sharing between services
- Clarification of the current position in relation to Sustainable Drainage and the Draft Flood Risk Management Strategy

Officers duly responded to above issues. In relation to the Draft Flood Risk Management Strategy, the Board noted that the document was awaiting public consultation and had major implications for internal and external partners. It was noted that the Board would consider this document in due course as part of the budget and policy framework prior to it being considered by Executive Board and Council.

As part of Session Two of the inquiry, the Chair invited Ms Wendy Kimpton, Yorkshire Water to give a brief overview in relation to the role and contribution of Yorkshire Water to managing flood risk in Leeds. Members received a power point presentation which outlined the roles and responsibilities arising from the Water Industry Act 1991 and the Flood and Water Management Act 2010. She informed the meeting that Yorkshire Water was working and sharing information with the Council and as a result was trying to address the current flooding and blocked drains issues etc. In concluding she confirmed that Yorkshire Water's approach was well embedded in the flooding community and accepted that they could do better in a number of areas.

The Chair then invited Mr John Woods, Environment Agency to provide a brief overview of the work within the Environment Agency in relation to managing a flooding risk in Leeds. He informed the meeting that the role of local funding was crucial in unlocking grants for addressing flood risk management.

Prior to taking further comments from Board Members on the evidence submitted, the Chair invited Councillor R Lewis, Executive Member, Development and the Economy to comment on the funding issues and the importance of all agencies to work together with effective communication.

The Chair then invited questions and comments from Board Members on the evidence submitted.

In summary the following issues were discussed:-

- Clarification of the mechanisms in place in relation to dealing with water from watercourses, highways land and private land, and in particular where water had run from one house to another
- Suggestions sought on how communications could be improved between Yorkshire Water, Environment Agency and the Council
- Clarification if any programme of works had been identified for risk areas
- The need to recognise that collaborative working was very important between all agencies

Ms Wendy Kimpton, Yorkshire Water duly responded to the above issues. In relation to improving communications, she stated that there was a need to have a clear set of Service Level Agreements in place which had been raised at recent meetings held between Yorkshire Water and the Council.

In conclusion of the evidence provided, the Chair thanked everyone for their attendance and contribution to the inquiry. He confirmed that good practice was evident, but that it was also important to have a joined up strategy in place.

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That the Principal Scrutiny Adviser be requested to prepare a report on the Board's recommendations in relation to the inquiry into flood risk management for future consideration.

(Councillor R Harington left the meeting at 11.30am during discussion of the above item)

(Councillor P Wadsworth left the meeting at 11.35am during discussion of the above item)

149 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which updated the Board on recommendations from previous inquiries which have not yet been completed.

RESOLVED –

- a) That the contents of the report and appendices be noted.
- b) That recommendations 4, 6, 8 and 10 be signed off, and that further progress reports be required in relation to recommendations 3 and 9.

150 Chair's Closing Remarks

As this was the last meeting within the current Municipal Year, the Chair thanked Board Members, Kate Arscott, Principal Scrutiny Adviser and officers 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.

(The meeting concluded at 12.05pm)

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Report of Head of Scrutiny and Member Development

Report to Sustainable Economy and Culture Scrutiny Board

Date: 18 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 Sustainable Economy and Culture Scrutiny Board for Members' information.
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 Sustainable Economy and Culture Partnership Board in April 2013 will be circulated before the Board meeting.

Recommendations

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

1.0 Purpose of this report

- 1.1 This report presents the terms of reference for the Sustainable Economy and Culture Scrutiny Board following recent amendments made to the Council's Constitution.
- 1.2 Following the Scrutiny Board's assessment of the Sustainable Economy and Culture Partnership Board in April 2013, a report summarising the Scrutiny Board's observations and recommendations was drafted and will be circulated before the Board meeting.

2.0 Background information

Scrutiny Board's terms of reference

- 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.
- 2.2 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).
- 2.3 The Board's terms of reference are related to the functions delegated to the Director of City Development and the Chief Planning Officer. In general terms, these cover the following areas:
 - The provision of strategic property and asset management services inc. corporate landlord
 - Economic development and economic policy
 - Transport policy and transportation
 - Highway authority and road traffic authority services including highway design services
 - Car parking policy
 - Land drainage activities
 - The provision of architectural design related services
 - Area based regeneration
 - Libraries and record repositories
 - Museums and art galleries
 - Public entertainments, halls and venues
 - The arts and events
 - Sports facilities
 - Jobs and skills
 - Apprenticeships
 - Planning

- Building control services

2.4 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to the Executive Members for

- Development and the Economy and
- Leisure and Skills.
- The responsibility of the Executive Member for Neighbourhoods, Planning and Support Services for planning and building control services also falls within the remit of this Scrutiny Board.

Alignment of Scrutiny Boards to the Strategic Partnership Boards

2.5 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?

2.6 During March and April 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. A copy of the Partnership Board's transformational projects programme is attached as Appendix B.

2.7 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.

2.8 As the Sustainable Economy and Culture Scrutiny Board is aligned to the Sustainable Economy and Culture Partnership Board, representatives from this Partnership Board attended the Scrutiny Board's meeting on 9th April 2013.

- 2.9 A report summarising the Scrutiny Board's observations and recommendations in relation to the Sustainable Economy and Culture Board will be forwarded to the Partnership Board and will also be circulated in advance of the Board meeting for Members' information (Appendix C).

3.0 Corporate Considerations

Consultation and Engagement

- 3.1 Amendments to the Council's Constitution were considered by the General Purposes Committee on 9th May 2013, prior to being formally considered and approved by Council on 20th May 2013.

Equality and Diversity / Cohesion and Integration.

- 3.2 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.

Council Policies and City Priorities

- 3.3 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.

Resources and Value for Money

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

Legal Implications, Access to Information and Call In

- 3.5 This report has no specific legal implications.

Risk Management

- 3.6 This report has no risk management implications

4.0 Recommendations

- 4.1 Members are requested to:

- (a) note the Scrutiny Board's terms of reference; and
- (b) note the report of the Sustainable Economy and Culture Scrutiny Board on the Sustainable Economy and Culture Partnership Board.

5.0 Background documents¹

5.1 None

¹ 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 (Sustainable Economy and Culture)

The Scrutiny Board (Sustainable Economy and Culture) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function, or any matter which affects the authority's area or the inhabitants of that area;²
2. to review or scrutinise the performance of the Sustainable Economy and Culture Partnership Board;³
3. to carry out such other reviews or policy development tasks as it may be requested to do by either the Executive Board or the Council.
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy⁴ within the Budget and Policy Framework;⁵
5. to review or scrutinise executive decisions made that have been Called In;
6. to review and scrutinise the exercise by risk management authorities⁶ of flood risk management functions⁷ which may affect the Leeds City Council area;⁸
7. to review outcomes, targets and priorities within the Council Business Plan and the Best City for business priorities within the City Priority Plan;
8. to receive requests for scrutiny and councillor calls for action and undertake any subsequent work; and
9. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made by the Board.

¹ In relation to functions delegated to the Director of City Development under the Officer Delegation Scheme (Council (non executive) Functions) and the Officer Delegation Scheme (Executive Functions) at paragraphs 1(a) to (c) and 2(a) to (o) and (q), and the Chief Planning Officer under the Officer Delegation Scheme (Council functions) at Section 2, and the Officer Delegation Scheme (Executive Functions) at paragraph (a) whether or not those functions are concurrently delegated to any other committee or officer.

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

³ relating to economic led regeneration. The Scrutiny Board has a duty to do this each municipal year – Scrutiny Board Procedure Rule 10.3

⁴ Namely the Development Plan Documents, Plans and alterations which together comprise the Development Plan, the Sustainable Economy and Culture City Priority Plan and the Local Flood Risk Management Strategy.

⁵ In accordance with Budget and Policy Framework Procedure Rules.

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

⁷ As defined by Section 4 Flood and Water Management Act 2010

⁸ In accordance with Section 9FH Local Government Act 2000

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Transformational projects 2011-2030

■ Milestones achieved

Project / Development	Key Delivery Partners	City Priority Plan period to 2015					Long term 2015 to 2030					The 3 Priorities	
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/30			
PR and Communications plan for Leeds	Marketing Leeds SEC Board		Merge Mktg Lds, Locate in Lds, LFSI	Further development of Leeds and Partners business plan and city proposition	Complete Legible Leeds							Top International city	Raise the profile of Leeds and its cultural opportunities
			Support SY CDI Yorkshire Content Fund Involvement in 'Make Owt' Develop broadband proposals	LIHH: Phase 1 Establish Medical Park	LIHH: Phase 2 Establish Health Campus Deliver super fast broadband Deliver ultra-fast broadband for businesses	LIHH: Phase 3 Advanced Manufacturing	LIHH: Market driven devs	LIHH: Market driven devs	LIHH: Market driven devs				
Innovation	SEC Board and entrepreneur businesses												
			Leeds Climate Change Strategy	Green Deal for Leeds agreed	Deliver ELENA investment fund	All projects low carbon	District Heating (RERC) AV commences	Green Deal full roll out commences	Achieve 40% at worst	Exceed 40% target			Promote low carbon businesses, buildings, energy generation and connectivity across the city
Low Carbon City Sustainable Strategy – become a leader in UK	Climate Change Partnership		Revise upwards ambition of climate change strategy										
			Gov Approval NGT funding HS 2 Rail A65 Quality Bus LCR success with City Deal	Explore carbon neutral transport systems other cities Develop options to LBIA transport improvements	Integrate ITA into Combined Authority Rail growth package	Seek ways to implement carbon neutral transport system	NGT construction starts Deliver transport to/from LBIA		NGT trolleybus operational	HS2 Rail Interim by 2026/ Full 2032 Integrated Transport System by 2030			Promote low carbon businesses, buildings, energy generation and connectivity across the city
Improve arrival into and moving around the City	Network Rail Metro LBIA		Funding secured to commence Leeds Station Masterplan										

Project / Development	Key Delivery Partners	City Priority Plan period to 2015					Long term 2015 to 2030					The 3 Priorities
		2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/30		
Aire Valley Enterprise Zone	Local Enterprise Partnership LCR		AV Sites 1 & 2 Live 1st April	AV Site 3 operational Site 4 operational (Subject to obtaining Growing Places Fund)		Deliver Park and Ride AV to city centre AV Eligibility ends						Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills
Access to Jobs for Local Residents	Employment Leeds	Launch ATA	Business case for Kirkgate Market Develop Leeds Retail Hub LCR sign off City Deal 5:3:1	LCR est Apprenticeship Academy Trinity opens March 2013 Plan improvements Lower Kirkgate Eastgate Quarter – John Lewis signs agreement	Start improvements to Lower Kirkgate	Eastgate Shopping Quarter due to open 2016						Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills
Become the sporting, cultural and events capital of the North	Cultural Partnerships	Prep Leeds Gold	Delivered Leeds Gold Delivered Leeds Inspired Dev HLF Bids New Cultural Projects Dev Bid 2014 Tour De France Re-launch Light Night	Open Leeds Arena, 2013 Deliver Rugby League World Cup Host City Attract higher profile events to city Support redevelopment Elland Road Start reporting ec & soc impact of culture	WWI commemoration Plan New Conference Facilities Tour De France Le Grand Depart Support 2014 Commonwealth Games Develop Cycle Strategy for Leeds	Plan ground breaking world class architectural bldg High Profile Event Refresh Arena Offer Rugby Union World Cup 2015						Raise the profile of Leeds and its cultural opportunities
South Bank and City Centre Park	LCC (currently)		Outline business case for park	Tedley Site alternative uses (PSL) Continue to develop FAS plans	Agree Developer proposals	Market driven devs City Centre Park	Market driven devs	Market driven devs	Market driven devs	Sustainable Environment & Economy		Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills

Report of Head of Scrutiny and Member Development

Report to Sustainable Economy and Culture Scrutiny Board

Date: 18 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.
2. This report provides guidance to the Scrutiny Board when considering the appointment of 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 of 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 always been routinely considered across all Scrutiny Boards.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that, in the right 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 representative¹
- One Roman Catholic diocese representative¹
- Three parent governor representatives²

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 Councils 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,

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

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

co-opted members should not be seen as a replacement for 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. This report 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 Recommendation

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 documents³

7.1 None.

³ 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 Assistant Chief Executive (Customer Access and Performance)

Report to Sustainable Economy and Culture Scrutiny Board

Date: 18 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 relevant to the Sustainable Economy and Culture 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
- 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 Sustainable Economy and Culture Board. At Quarter 4 two are assessed as green and one as amber.
- 3.2 The amber priority is:-
- Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills - Employment in Leeds stands at 376,900 which equates to an employment rate of 67.5%. This is up by 5,500 jobs over the quarter, but down 1,000 jobs over the year. This compares favourably to the Core City average of 62.7% however it is below the England rate of 70.7%, and the Leeds City Region rate of 68.6%. Over the last 12 months the Employment and Skills Service

supported 3079 people into work and supported over 6,800 people within the Jobshops. To date 908 apprentices have participated in the Council's apprentice programme, which puts the Council at the forefront of local authority apprenticeship programmes nationally. Although the total number of apprenticeship starts in the city continues to increase, the number of young people (16-18 years) taking up an apprenticeship has declined this year by 22% compared to the same period last year; this is in line with the regional and national trends, but represents a higher percentage fall. Work is on-going with the National Apprenticeship Service and local partners to address possible supply side factors that have contributed to this reduction in starts for the 16-18 years group e.g. changes to the number of providers in the city and the sectors supported, revised responsibility for the delivery of Information, Advice and Guidance by individual learning institutions, and the parent perception that apprenticeships are of a lesser status than a university education as a route to employment.

3.3 Key Performance Highlights

- Economy, culture & infrastructure: Trinity opened with 130,000 shoppers and the Easter footfall at Briggate was the highest ever recorded. The Arena was handed over on time, on budget; it was ranked number 1 in Billboard magazine's new and refurbished world concert venues list and has attracted the Sports Personality of the Year event. NGT (Trolleybus) secured funding but some opposition continues to be reported in the press.

Council Business Plan

- **Directorate Priorities and Indicators** – there are currently 9 directorate priorities relevant to the Board and 5 are assessed as green and 4 are amber. The amber priorities are:
 - Market and promote the city
 - Produce a new Local Development Framework and Core Strategy
 - Support people to improve skills and move into jobs
 - Reduce carbon emissions and water usage in council buildings

3.4 In terms of the 14 performance indicators aligned to these priorities with a result, at Quarter 4; 5 are green, 1 is amber and 8 are red. The red indicators are:

- Number of enquiries received from businesses seeking to locate in Leeds – 785 (annual target – 1,400). – The total number of business enquiries fell by 45% when compared with 2011/12 and the target was not met for 2012/13. This may be explained by the significant reduction in publicly funded business services since 2010 and reduced confidence in the economy. Additionally, there has been a significant change in service delivery during 2012/13 with the establishment of Leeds and Partners.
- Increase percentage of major planning applications that are completed on time – 61.35% (Target 75%). – Although, 2012/13 Major Planning Applications processing has not met the annual target, there has been a substantial 5% improvement when compared with 2011/12. When only quarter 4 is considered, processing reached 75.68%, exceeding the 75%

target. This is an exceptional performance reflecting the diligent work in the quarter to reduce 'out of time' applications which are now at the lowest level to date.

- Increase percentage of minor planning applications that are completed on time – 77.36% (Target 80%). – Minor Planning Applications continue to be project managed; however, processing fell below the target. Good progress has been made on the reduction in 'out of time' non-major applications from 163 in quarter 1 to 119 in quarter 4.
- Number of additional apprenticeship starts for young people (16-24 yrs) – 462 (Target 1,000) – See above
- Number of additional businesses supported to take on apprentices – 106 (Target 150) – See above
- Maintain number of visits to leisure centres – 3,987,168 (Target 4,200,000) – The target set for visits to leisure centres has not been met. This is largely due to the closure for rebuilding of Middleton and Holt Park Leisure Centres and the community asset transfer of Bramley Baths; these reductions in capacity resulted in a fall of 144,063 visits. Added to this was the effect of increased competition in football and the impact of falling household budgets in Leeds, which together appear to have contributed to a 2% fall in like-for-like visit numbers. Overall sporting activity across Leeds held up well, with regular (3+ per week) sport and active recreation achieving the highest score of any large city in England.
- Reduce number of people killed or seriously injured (KSI) on the roads (Based on a 5 year rolling average) – 300 (Target 289). We are still on track to achieve the challenging long term target of a 50% reduction in KSIs by 2026. The total number of fatalities for 2012 is the lowest number recorded, and a reduction of 42% from 2011. Despite this, our overall result for last year is slightly above the annual target, due to an increased number of serious injuries. A review of our current approach is planned.
- Reduce our energy and water bills - £9,231,272 (Annual Target – £8,377,220 (increased to £8,595, 610 following in-year virements) - Despite early difficulties with estimated billing, issues were resolved and the installation of automated meters is back on track, leading to an increasingly accurate picture of energy use and cost. Despite falls in consumption, an overspend was recorded at year end, due to the increasing costs of energy.

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.

4.1 Consultation and Engagement

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.

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 Sustainable Economy and Culture Scrutiny Board.

6 Recommendations

- 6.1 Members are recommended to:

- Note the Q4 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.

7 Background documents¹

None

¹ 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.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people in Leeds have a high quality standard of living

Priority: Driving the sustainable growth of the Leeds economy to support the creation of new jobs and skills

Why and where is this a priority Ensuring Leeds has a strong and sustainable economy is important to the quality of its citizens' lives and their wellbeing. Attracting investment and supporting businesses to start up and grow will support the creation of new job opportunities which is vital in achieving this priority.

Story behind the baseline

Employment in Leeds stands at 376,900 which equates to an employment rate of 67.5%. This is up by 5,500 jobs over the quarter, but down 1000 jobs over the year. This compares favourably to the Core City average of 62.7% however it is below the England rate of 70.7%, and the Leeds City Region rate of 68.6%.

Over the last 12 months the Employment and Skills Service supported over 3,000 people into work and supported over 6,800 people within the Jobshops.

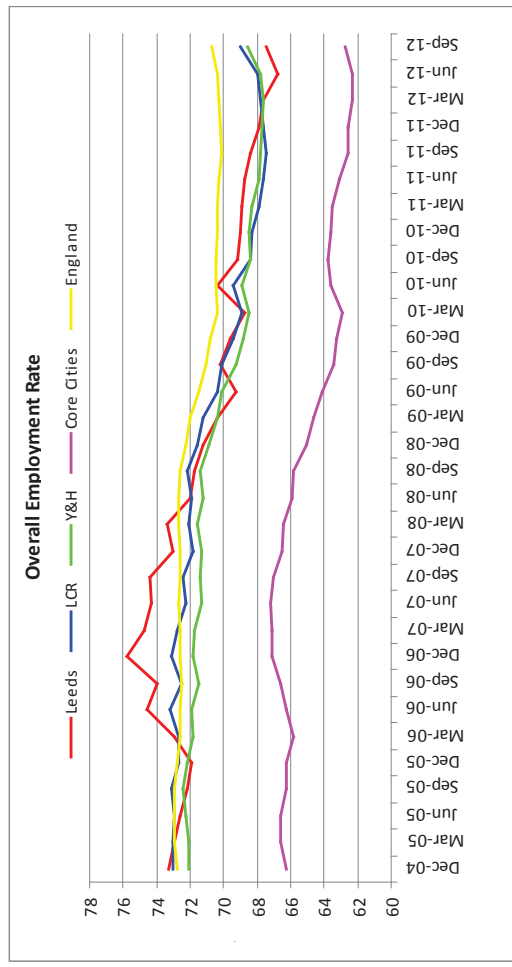
The total number of Apprenticeship starts in Leeds (16-24 years) was 462 during 2012/13.

However, the number of Apprenticeship starts in Leeds from September 2012 to November 2012 was 672 young people aged 16-18yrs, a 22% decrease on the previous year. This is 3% lower than the regional and 7.5% lower than the national figures.

A new scheme has been launched by the Yorkshire Evening Post to help create thousands of new apprenticeships for young people and highlight existing apprenticeship programmes. The launch coincides with the Leeds City Region Local Enterprise Partnership successful award of £4.6m funding to boost apprenticeships.

What do key stakeholders think The Chartered Institute of Personnel and Development commissioned a survey of over 2,000 employees and 2,000 employers in January. The results show that the business case for employers to invest in apprenticeships is clear but many parents think that apprenticeships have a lesser status than a university education and are less confident it will enable their children to progress in the labour market. Parents also commented that there was little or no information provided by teachers on apprenticeships. Further work is required to change perceptions by ensuring schools are provided with up-to-date information on apprenticeships to communicate to students and parents and that the success stories of apprentices are widely disseminated.

Supporting Measure: Overall Employment Rate (%)



What we did

- **Trinity** - Over 130,000 visitors were attracted to Trinity on its opening day, with the opening ceremony created by British fashion designer Henry Holland. The only major shopping centre to open in western Europe this year, it appeared in recent editions of the Daily Mail and OK Magazine. Figures revealed Leeds had the busiest Easter since records began, with total footfall on Briggate reaching 900,000 over the long weekend.
- **Arena** - Handover to SMG and the Woodhouse Lane car park works are complete. A celebration event for construction workers and their families was held in March raising £12,000 for Macmillan Cancer Support. In July Bruce Springsteen will be the first performer to appear, followed by an official opening in September with Elton John. A 5 Star Hilton Hotel is to be developed on Portland Crescent with construction starting in June. Town Centre Securities are progressing construction works for supporting leisure usages within the Arena Quarter.
- **Victoria Gate** - Hammerson (the developer) is progressing with the Phase 1 acquisitions with only a few legal interests remaining and is due to present to Plans Panel in April 2013.
- **City Centre Park & South Bank** - Production of the outline business case has been delayed until the end of April to take account of the impact of the High Speed Rail 2 announcement.
- **Aire Valley Enterprise Zone** - 2 confirmed interests are to start construction in July. The infrastructure and confirmed build programme is on track but market conditions make converting new enquiries difficult.
- **Waste Facilities** - Veolia has been given planning consent for a £460m plant for all the city's residential rubbish and approval in principle has been given to Biffa for a facility at Skelton Grange for 300,000 tonnes of residual waste annually. Construction and operation of the 2 facilities should create more than 600 jobs and provide enough electricity to power 70,000 houses.
- **Large Casino** - The project remains on course to grant the licence in mid May.
- **Health** - Leeds Innovation Health Hub's Regional Growth Fund 4 bid submitted on 20 March, including an Advanced Health and Medical Leadership Centre to provide facilities and funds for research and development of projects.
- **Kirkgate Market** - Feasibility study completed and approved by Executive Board (EB) in March, with permission to roll forward the remainder of the £400k LCC Corporate Property maintenance and capital funding. Interest in the Start Up business stalls scheme has continued with 6 new businesses using them and 2 participants becoming tenants in the last 12 months. Work is continuing to relocate some stalls to consolidate the fresh produce areas.
- **Apprenticeship Training Agency (ATA)** - Leeds ATA staff were appointed and the Board met in February. ATA signed up its first business and is supporting 20 SME businesses offering 30 apprenticeships.
- **Council Apprenticeships** - 908 apprentices have participated in the Council's apprentice programme to date. This puts the Council at the forefront of local authority Apprenticeship programmes nationally.

What worked locally /Case study of impact

Apprentices, businesses and ambassadors were recognised at the 2nd Leeds Apprenticeship Awards in March celebrating the achievements of all and raising the profile and importance of apprenticeships. 13 winners were given awards for their excellent work and generating a wide range of media interest further promoting Apprenticeships.

Risks and Challenges

Arena: City Centre Management are currently finalising the management policy for the Arena and are in discussion with SMG and partners over matters such as street trading, policing and enforcement.
Employment Leeds: Ensuring that learning providers can respond to changing employer needs and match provision to local growth sectors. Ensuring young learners have appropriate information, advice and guidance on the wide and growing range of Apprenticeship opportunities via targeted activity and interventions with learners, parents and carers, and schools.

New Actions

- **Trinity** - Everyman Cinema to open 26th April, followed by Primark in summer and Victoria's Secret in the Autumn.
- **Victoria Gate** - Public consultation to commence late April, with a view to a planning application being submitted in summer. Phase 2 acquisition options going to the Hammerson Board in May.
- **Flood Alleviation Scheme** - Contract documents are being progressed, with tender invitations being sought in late April/early May 2013.
- **Health** - Funding bid decision expected in May/ June.
- **Kirkgate Market** - Lead consultants and the detailed design team will be appointed, whilst engagement with traders takes place. The approved option will be worked up in detail with a view to producing a further EB report in Q2.
- **Leeds Apprenticeship Hub (LAH)** - The City Deal has provided funding for 3 years to deliver the LAH. A Hub Co-ordinator will be recruited to co-ordinate partnership activity via the Leeds Apprenticeship Steering Group to deliver an improved offer for learners and employers.

Data Development

- **Skills Funding Agency** - Data provided as a result of an additional data sharing agreement with the Skills Funding Agency Data Service on successful/unsuccessful candidates in Leeds is being utilised to inform targeted support to young people to improve Apprenticeship application success rates.
- **Headline Indicator** - Indicator to be developed following the reduction and amalgamation of City Developments priorities from 7 to 3.

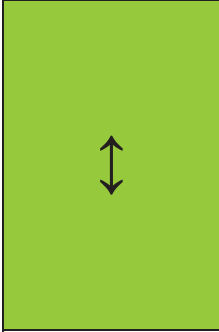
Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Priority: Promote low carbon businesses, buildings, energy generation and connectivity across the city

Outcome: All people of Leeds enjoy the benefits of a well connected, environmentally sustainable, city

Why and where is this a priority Our way of life in Leeds relies on a temperate climate which is finely balanced and small changes to it can have dramatic impacts on our lives. Climate change will alter this balance, threatening the health of our citizens, damaging our natural environment and disrupting the supply chain that our economy relies on. The Council, the health sector, colleges and universities, voluntary organisations and businesses are working together to find ways to speed up carbon reductions through the use of energy efficiency and low carbon technologies, energy management, staff engagement and procurement of low carbon goods. Since road vehicles are a major producer of carbon, improvements to the city's connectivity are a key focus.



Story behind the baseline

(Please note that results are reported with a two year time lag, i.e. 2010/11 results on the graph relate to percentage carbon reductions in the period 2008/09).

As the first line on the graph shows, there was a per capita percentage reduction of around 7% in carbon emissions over a two year period from 2008/09, mainly due to the economic slow down which resulted in reduced activity in the manufacturing sector, reduced car usage etc.

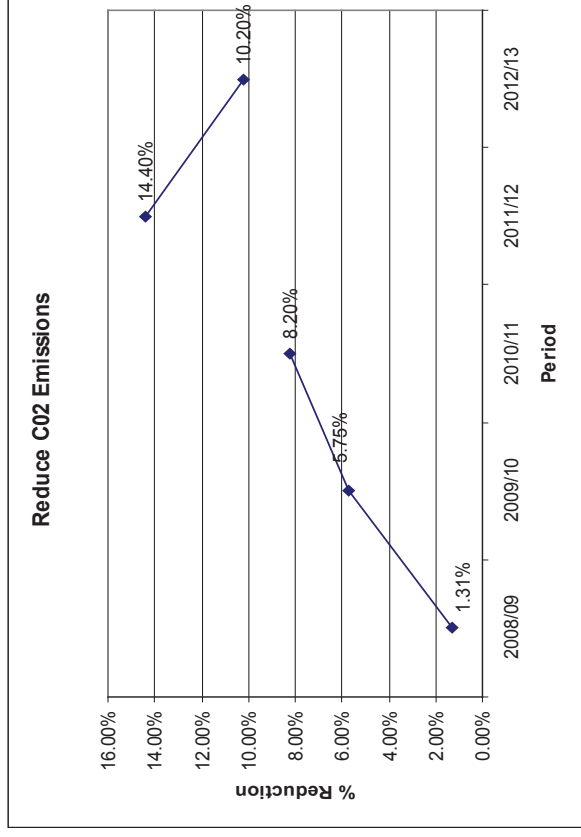
The second line on the graph (representing total percentage reductions rather than per capita), shows that an upswing in activity culminated in a reduction in carbon emissions of 10.2% by the end of 2012/13, when compared with the 2005 baseline. Although this is a lower figure than that reported in 2011/12, the comparison of Leeds' performance with that of similar authorities demonstrates continued progress. Locally, Sheffield achieved a reduction of 11.9%, Kirklees 11.0% and Bradford 8.9%. The national average reduction is 8.5% and Birmingham, our closest comparator core city, reduced emissions by 10.1%. As Leeds is a growing city, having had a population increase of 50,000 since the baseline year, increasingly the carbon emissions reduction is harder to achieve, so this is an even better result than expected.

Percentage reductions by sector were highest in industry and commerce (11.8%), followed by housing (9%) and road transport (9.1%).

In terms of funding, in February DEFRA announced funding to the value of £32.5m for the Leeds Flood Alleviation Scheme, with LCC contributing £10m. Also, in March LCC's Executive Board approved expenditure of £19.2m to meet development costs and progressing the scheme to full approval.

What do key stakeholders think The initial meeting of the Leeds Public Sector Estate Low Carbon Forum took place in Feb. A number of public sector organisations published their commitment to reducing carbon emissions across all aspects of their functions including; their estate, procurement, waste, and travel. These included; Leeds City Council, Leeds Colleges, Dept. of Work and Pensions, Environment Agency, Leeds Community Healthcare NHS Trust, Leeds Teaching Hospitals NHS Trust, West Yorkshire Police, and Yorkshire Ambulance Service NHS Trust.

Headline Indicator: Reduce carbon emissions



2008/09 to 2010/11 - per capita percentage reductions against 2005 baseline, 2011/12 onwards - gross emissions percentage reductions against 2005 baseline (this is the result that will be reported in future as it gives a more accurate picture of progress. Changes in emissions per capita can simply reflect a change in population, rather than a change in behaviour)

What we did

- West Yorkshire Transport Fund (WYTF) - Through the City Deal, the Combined Authority has agreed a programme of priority interventions. In Leeds this includes: Leeds Bradford International Airport Link Road, A6110 junctions' improvements, bus prioritisation along Dewsbury Road, Aire Valley Package, East Leeds Orbital Road, new carriageway and enhanced capacity on the M621 and Inner Ring Road for the City Centre.
- Low Emission Zone (LEZ) - The PITHEM model is ready to calculate emissions from various proposed LEZ scenarios. The revised West Yorkshire Low Emission Strategy work started in Jan 2013. Procurement for the LEZ feasibility study EclA is now complete, with the submission won by RICARDO AEA.
- LCC - Hosted initial meeting of Leeds Public Sector Estate Low Carbon Forum. Submitted ELENA Expression of Interest and invited to submit a full application by the European Investment Bank for electric vehicle recharging infrastructure. The finalised 12 month Energy Masterplanning project for Aire Valley commenced in April 2013.
- Domestic Energy - Community Energy Direct has joined forces with Which? and the Council to deliver the best possible deal from energy companies. 10,007 insulation measures in 8,098 households have been installed under the Wrap Up Leeds Scheme with another 10,760 lofts and cavity walls installed by the energy companies.
- Energy from Waste: - Planning consent was given in early April for the Residual Waste Treatment Project (RWTP). Approval in principle has been granted for the BIFFA Energy Recovery Facilities at Skelton Grange.
- Aire Valley Enterprise Zone: Infrastructure and confirmed build programme is on track but market conditions make converting new enquiries very difficult with only 2 confirmed interests starting construction at the end of July.
- Aire Valley Urban Eco Settlement (UES) - UES Spatial Policy included in draft Core Strategy consultation document.
- Pinch Point Fund - Bids to Pinch Point Fund (aimed at removing bottlenecks on the highway) were submitted by the 21st Feb deadline for Rodley Roundabout and Thornbury Barracks. Responses have been submitted to generic follow-up questions. Decisions are not expected until after the local elections in May, though it is possible there may be some early approvals before then.
- Leeds Station Southern Entrance - Inspector's report was anticipated in March 2013, with a final decision to be made by the Secretary of State within 6 weeks of receiving the report, the results of the inquiry are still awaited. Work is underway on the Station Masterplan.
- Street Lighting - Consultation for part-night lighting proposals commenced 11th February and will close 12th April. If introduced, the proposals could potentially save around £1.3 million on energy costs over the next ten years.
- Loveell Park Bridge - Works completed ahead of schedule with the opening ceremony held on 4th March 2013.
- Cycle City Ambition Grant - Highways are working on a bid for the DfT's Cycle City Ambition Grant. The grants are for infrastructure improvements to give people the confidence to take up cycling.

What worked locally /Case study of impact

Hunslet Riverside Masterplan work involved discussion with a wide range of groups including; local businesses, developers, residents groups, and specific interest groups such as the Civic Trust.

Risks and Challenges

Aire Valley (AV) - Securing private sector buy-in to the AV Area Action Plan particularly in view of the reduced availability of public funding.
Groundwork - Public sector cuts and focus on other priorities alongside difficult economic climate for businesses may provide significant risks for the Third sector.

New Actions

- WYTF -Report on schemes to be presented at Executive Board on 24th April.
- New Generation Transport (NGT) – In July, Full Council are to vote on a resolution to submit a Transport and Works Act Order (TWAO) for NGT. TWAO to be submitted in September 2013. Further consultation events are being planned.
- RWTP - The Draft Environmental Permit anticipated in April 2013. Consultation process likely to commence in April. If planning permission is determined to be Satisfactory and there is no Judicial Review challenge, the Anticipated Satisfactory Planning Date will be July 2013. The Notice to Proceed would be issued to the Contractor shortly afterwards with site works likely to commence in Aug 2013.
- UES - Continued integration of the UES principles in the Aire Valley Leeds Area Action Plan and, at a local level, through the preparation of plans for the South Bank; Brewery Wharf and New Dock; East Bank and Richmond Hill; and Hunslet areas.
- LCC - Commence work on preparing full application for ELENA funding and Sustainable Energy Action Plan (SEAP). Continue to facilitate meetings of private sector Energy Forum and public sector Low Carbon Forum.

Data Development

Indicator to be developed following the reduction and amalgamation of City Developments priorities from 7 to 3.

Meeting: Sustainable Economy and Culture Board

Population: All people in Leeds

Outcome: All people of Leeds will enjoy the benefits of a vibrant, culturally rich city

Priority: Raise the profile of Leeds and its cultural opportunities

Why and where is this a priority Raising the profile of Leeds will attract new investment and skilled work into the city. This supports Leeds' existing businesses and workforces to grow which is fundamental to the city's prosperity. Promoting better knowledge of and engagement in the city's cultural offer, both to individuals and businesses, contributes to several of the city's priorities, particularly in terms of economy, health and Child Friendliness



Story behind the baseline

Billboard Magazine is an international news magazine devoted to music and the music industry. Recognised as "...the world's most influential music media brand" the magazine is intended for music professionals including; record label executives, artists, music retailers and radio DJ's. Each year, Billboard produces a state of the market report on new and renovated venues to watch across the world. In their 2012 list published in February, Leeds Arena featured as the number one venue out of 17 selected from across the world. The 13,500 capacity venue was handed over to the operators, SMG Europe in April and will be the UK's first purpose built fan shape arena with an iconic design that can change appearance through an ever changing kaleidoscope of coloured light. The venue will officially open in September 2013, with Elton John confirmed as the opening act.

In February, Bruce Springsteen made a "special request" to play Leeds Arena in a one-off show on July as part of his Wrecking Ball World Tour. This is a great opportunity to give a full test to the venue infrastructure, access and egress and visitor information before the formal opening which will take place on 4th September. Other confirmed acts include; Kaiser Chiefs and Andrea Bocelli.

In March, Sport and Active Lifestyles service received confirmation of a successful bid to Sport England. The funding is being matched by the Public Health Service to the total value of £1m to provide targeted free use of leisure centres, focusing in areas of greatest health inequality.

Leeds Rhinos also helped raise the profile of the city by making it to the World Cup Challenge Final but unfortunately lost to Melbourne Storm 18 - 14 in a thrilling broadcast around the world.

Other positive media coverage included a Yorkshire Evening Post journalist declaring Leeds Inspired the "must go to" website to find out what's on in the city. The website launched in March 2012 and has received 100,000 visits in its first year.

What do key stakeholders think

The annual Leisure Survey was conducted in November 2012. Over 3500 responses were received from leisure centre customers across the city. Overall, a satisfaction score of 76.42% was achieved. This is a slight reduction on the previous year's score (77.32%). As expected, detailed analysis of these figures show that satisfaction is higher in the newly refurbished leisure centres namely; Armley, Morley and John Smeaton than the older sites such as; Garforth, Fearnville and Pudsey. The annual Citizens Panel survey was also completed in quarter 4 and early indications show that 86% of local people feel the cultural offer in the city is good or very good. 77% thought it was creative and 65% thought it thriving even in these challenging times. 84% of those asked said they had attended cultural events during the year. A full analysis of the results is currently underway.

Supporting Measure

Billboard Magazines Rankings of 'New & Renovated Venues to Watch'

- 1st – Leeds Arena, West Yorkshire, England
- 2nd – Barclays Centre, Brooklyn, New York
- 3rd – Pinnacle Bank Arena, Lincoln, Nebraska
- 4th – The Capitol Theatre, Port Chester, New York
- 5th – New Orleans Arena, New Orleans, Los Angeles
- 6th – North Charleston Coliseum & Performing Arts Centre, North Charleston, South Carolina
- 7th – BMO Harris Bradley Centre, Milwaukee, Wisconsin
- 8th – DCU Centre, Worcester, Massachusetts
- 9th – M&S Centre, Winnipeg, Manitoba
- 10th – The USF Sun Dome, Tampa, Florida

What we did

- Leeds Let's Get Active - £1m of funding confirmed for an 18 month pilot to provide targeted free use of leisure centres (Bodyline gyms and swimming) between 1 and 2 hours every day, focusing in areas of greatest health inequality.
- Kirkgate Market – Marks & Spencer unveiled a new heritage and coffee shop at the Market where it first started as a Penny Bazaar in 1884 to mark the first anniversary of the company's archive at the University of Leeds.
- Holt Park Active – Delivery of Holt Park Active Wellbeing Centre is on track. The Centre Manager has been appointed. Handover of the site is on track for 13 September, with the official opening to the public scheduled for 11th October.
- Olympic Legacy (OL) - £100k of funding has been agreed to promote physical activity and sport for young people.
- Funding – Arts projects in Yorkshire have been granted £6m of lottery cash. In Leeds, this includes Heads Together and Project Space which have been awarded £327,351 and £225,500 respectively.
- Leeds Children's and Young Peoples Film Festival – The opening gala saw Leeds Young Film Makers awarded Golden Owls for their achievements. The night before, three young people appeared on BBC The One Show to pitch their films to Danny Boyle on live TV. The Festival is produced, organised and managed by young people with MediaFish.
- Northern Art Prize 2013 – opened at the Art Gallery in March. 4 artists have been shortlisted and their work exhibited in the gallery until the winner is announced in May.
- 6 Book Challenge & Try Reading – Leeds Library & Information Service led the way nationally by launching a 6 book challenge as part of the Rugby League World Cup Challenge 2013. Fronted by Jamie Jones–Buchanan the project is aimed at attracting new audiences to reading, libraries and rugby. Launched in February at Leeds Central Library, it will run in libraries across the country. Reading and the World Cup were further developed into Try Reading which attracted £250k of Arts Council funding to develop reading materials and activities across the north of England.
- Welcome to Yorkshire (WtY) – The tourism agency WtY won the World's Leading Marketing Campaign at the World Travel Awards in Delhi.
- Lotherton Estate – Following a major 5 month project, the servants' rooms have been restored to how they were over 100 years ago, and re-opened to the public on 22nd March. The site has had further developments in preparation for the new season.
- Site Improvements - £170k of funding to revamp Golden Acre Park has been approved by LCC. Improvements have been undertaken at Middleton Hub with £400K being spent on refurbishing and improving footpaths, fencing and football facilities. Also, £130k has been invested at Burley Park.
- Tropical World – Phase 1 of a major refurbishment of Tropical World has been approved.
- Ice Cube Leeds – opened for 1 month on 24th January, offering outdoor ice skating and rides.
- Leeds Observation Wheel – In February, the Leeds Observation Wheel was opened offering a 360 degree view of the city.

What worked locally /Case study of impact

Opera North launched the In Harmony partnership with Windmill Primary School in Belle Isle in January. All 300 pupils in Years 1-6 at the school will be given the opportunity to play in an orchestra and receive their own instrument. For younger children the focus will initially be on music making within the family and will also deliver sessions for parents and 0-4 year olds in Windmill's Children's Centre. The school, where 60% of children are eligible for free school meals, was selected through extensive consultation.

New Actions

- Arena – Handed over the Arena to site operator SMG in mid April
- Tour de France (TdF) – TdF organisers (Amaury Sport Organisation) are due to visit Leeds from mid-April to progress the route.
- Kirkgate Market – West Yorkshire Playhouse is creating a brand new production to be performed in Leeds Kirkgate Market based on real life material and personal stories about the Market and its history.
- OL - Report going to Executive Board in April 2013.
- WtY – Submit a funding bid to the Regional Growth Fund.
- Northern Art Prize – To be announced in May.
- Leeds Inspired (LI) – New LI grants and commissions to be announced.

Data Development

- Indicator to be developed following the reduction and amalgamation of City Developments Directorate's priorities from 7 to 3.
- The first Value of Culture Report will be produced in draft by July 2013.

Risks and Challenges Rugby League World Cup & TdF – meeting the expectations of the organisers which is being mitigated by detailed planning.

Directorate Priorities	Progress Summary	Overall Progress	Supporting Measures	Target	Q1	Q2	Q3	Q4	Executive Portfolio
Create the environment for effective partnership working	The annual review of the effectiveness of the Sustainable Economy & Culture Board's partnership working is underway. Initial responses are generally positive, with comments suggesting that the Board would benefit from further developing its links with other CPP Boards, and with other Area and Regional bodies. At its meeting on the 4th February 2013, Nigel Foster and Martin Farrington presented the annual progress report which set the context for a workshop used to clarify the partnerships 'obsessions' and to identify a small number of key future projects it could drive forward over the next 12 months and beyond.	↔		None applicable					
Deliver the Sustainable Economy and Culture Board City Priority Plan	The year has seen the successful delivery of all of the Transformational Interventions which were identified by the Board as their key priorities for 2012/13. This includes the opening of Trinity, the establishment of Leeds and Partners, the publication and positive revision of the Leeds Climate Change Strategy, securing Government approval of funding for NGT, HS2 Rail and City Deal, the delivery of Leeds Gold and Leeds inspired.	↑		None applicable					
Market and promote the city	<p>There has been significant change in service delivery during 2012/13 with the establishment of Leeds and Partners (L & P) leading to a stronger and more coordinated approach to marketing activity. Successes in 2012/13 include; the establishment of Leeds & Partners, the successful promotion of Leeds City Region (LCR) at OMTEC 2012, hosting the Chinese Olympic team's training camp and the further development of business links with China, and securing 'City Deal' status for LCR. However, the total number of business enquiries fell by 45% when compared with 2011/12 and the target was not met for 2012/13. This situation was also reflected in a 51% drop in start up enquiries and a 38% fall for existing companies based outside of West Yorkshire. This may be explained by the significant reduction in publicly funded business services since 2010 and reduced confidence in the economy. Also, there has been a significant change in service delivery during 2012/13 with the establishment of Leeds and Partners (L & P). Whilst this will lead to a stronger and more coordinated approach to marketing activity, L & P no longer actively promotes a property enquiry service and therefore new performance indicators, more reflective of the L & P operation, are currently in development.</p> <p>The total number of enquiries fell by 45% when compared with 2011/12 and the target was not met for 2012/13. This situation was also reflected in a 51% drop in start up enquiries and a 38% fall for existing companies based outside of West Yorkshire. This may be explained by the significant reduction in publicly funded business services since 2010 and reduced confidence in the economy. L & P no longer actively promotes a property enquiry service and therefore new performance indicators, more reflective of the L & P operation, are currently in development.</p>	↑	Number of enquiries received from businesses seeking to locate in Leeds*	1400	292	475	612	785	Development and the Economy

<p>Produce a new Local Development Framework and Core Strategy</p>	<p>Over the year, good progress has been made in advancing development plan documents and other related documents through their various statutory stages. The Natural Resources and Waste Development Plan Document was deemed 'Sound' after Examination in Public by an independent Inspector in Dec and was formally adopted. The Core Strategy Pre-Submission Changes were considered by Executive Board (EB) and Full Council in Nov 2012 with approval given to submit for independent examination. We are on track for submission in April 2013, subject to the completion of outstanding technical material e.g. self-assessments, etc. The draft Issues and Options for the 11 areas of Leeds for Site Allocations and Options is to be considered by EB on 8th May, with subsequent public consultation.</p> <p>It is important to reduce the number of 'out of time' applications as the government is planning to introduce the 'Planning Guarantee' which aims to refund the planning fee on decisions made over 26 weeks.</p> <p>There has been substantial improvement with dealing with the 'out of time' major applications, reduced to 34 at quarter 4 (from 56 in Mar 2012), the lowest number to date. These are largely a result of the economic position as developers are reluctant to complete legal agreements causing applications to go 'out of time'. Although, 2012/13 Major Planning Applications processing has not met the annual target, there has been a substantial 5% improvement when compared with 2011/12. When only quarter 4 is considered, processing reached 75.68%, exceeding the 75% target. This is an exceptional performance reflecting the diligent work in the quarter to reduce 'out of time' applications.</p> <p>Minor Planning Applications continue to be project managed, however, processing fell below the target. Good progress has also been made on the reduction in 'out of time' non-major applications from 163 in quarter 1 to 119 in quarter 4.</p>		<p>Majors*</p> <p>75%</p>	<p>54.17%</p> <p>54.65%</p> <p>57.14%</p> <p>61.35%</p>				
<p>Support people to improve skills and move into jobs</p>	<p>The Employment and Skills Service have supported 3,079 people into employment in 2012/13 across different sectors and a number of occupation types including: retail, financial, manufacturing, health services and logistics. The Council has supported 106 businesses from April 2012 to March 2013 to take on 184 apprentices.</p> <p>The Apprenticeship Training Agency commenced operations at the end of Jan 2013, to date 78 businesses engaged and 11 Apprentices have started with a further 22 awaiting start dates. To date 908 apprentices have participated in the Council's apprentice programme, which puts the Council at the forefront of local authority apprenticeship programmes nationally. Although the total number of apprenticeship starts in the city continues to increase, the number of young people (16-18 years) taking up an apprenticeship has declined this year by 22% compared to the same period last year in line with but greater than the reduction regionally and nationally. Work is on-going with the National Apprenticeship Service and local partners to address possible supply side factors that have contributed to this reduction in starts for 16-18 years group i.e. changes to the number of providers in the city and the sectors supported, revised responsibility for the delivery of Information, Advice and Guidance by individual learning institutions and the parent perception that apprenticeships are of a lesser status than a university education as a route to employment.</p>	<p>↔</p>	<p>Number of additional apprenticeship starts for young people (16-24 yrs)*</p> <p>1000</p> <p>Number of people supported into work*</p> <p>1800</p> <p>Number of additional businesses supported to take on apprentices</p> <p>150</p>	<p>300</p> <p>487</p> <p>25</p>	<p>371</p> <p>527</p> <p>5 (30 Cumulative)</p>	<p>Data not available from NAS.</p> <p>1,374</p> <p>40 (70 Cumulative)</p>	<p>462</p> <p>3,079</p> <p>36 (106 Cumulative)</p>	<p>Leisure and Skills</p>

<p>Develop the council's cultural events and facilities including changes to sport centres and Libraries</p>	<p>The revised target for levels of use of libraries has been achieved and it is hoped that the Community Engagement Programme currently underway will identify further opportunities to increase usage. In terms of sport, overall activity across Leeds held up well, with regular (3+ per week) sport and active recreation achieving the highest score of any large city in England. Despite this, we have not met the targets set for visits to leisure centres. This is largely due to the closure for rebuilding of Middleton and Holt Park Leisure Centres and the community asset transfer of Bramley Baths during 2012/13. These reductions in capacity resulted in a fall of 144,063 visits. Added to this was the effect of increased competition in football and the impact of falling household budgets in Leeds, which together appear to have contributed to a 2% fall in like-for-like visit numbers.</p> <p>Also, reduced maintenance spend on older centres such as Fearnville and Pudsey, due to reductions in the Council's total maintenance budget, has affected the condition and "presentation" of these buildings as was confirmed by a reduced presentation score in the annual Leisure Centre Customer Survey Index.</p> <p>However, a Sport Participation Plan, Marketing Plan and Cultural Programme are all being implemented for the Rugby League World Cup Bid with Leeds and Partners commissioned to support the project. Activities are planned to accelerate with increased stakeholder engagement from April onwards including joint events with Leeds Rhinos. During the quarter 4, funding bids were confirmed for sports projects including; Leeds Let's Get Active, the Olympic Legacy, and for Arts projects including; Heads Together and Project Space.</p>	<p>↔</p>	<p>Maintain the level of use of libraries (including for example book lending and e-lending)*</p>	<p>2,800,000</p>	<p>703,446</p>	<p>1,452,371</p>	<p>2,132,574</p>	<p>2,800,380</p>	<p>Leisure and Skills</p>
<p>Provide, manage and maintain a safe and efficient transport network for the city</p>	<p>Major transport projects continue to make good progress. Lovell Park Bridge reopened to traffic in March, with the works completed ahead of programme and within budget. The Government's preferred route and station location for phase two of the High Speed Rail network was announced in January, which will reduce travel times from Leeds to London and Birmingham by almost half. Formal consultation dates are expected to be announced later this year along with further consultation events being planned for NGT. The West Yorkshire Combined Authority and West Yorkshire Transport Fund reports are progressing well through the District Councils.</p> <p>We have exceeded the target for the percentage of non-main roads where maintenance may be needed however the reduced investment in future years will make it difficult to maintain this excellent performance. A blitz on potholes is underway following the wet summer and another poor winter.</p> <p>Good progress has been made in improving road safety records in recent years but last year's killed and seriously injured figure is slightly above the target of 289. A review of our current approach is planned. We are still on track for achieving the challenging long term target of a 50% reduction in KSIs by 2026 and the total number of fatalities for 2012 is the lowest number recorded and a reduction of 42% from 2011. Executive Board approved funding towards wind mitigation measures at Bridgewater Place in February. Meanwhile, bids were submitted to the Department for Transport's Pinch Point Fund for works at Rodley Roundabout and Thornbury Barracks. Decisions are expected in the summer. A major Cycle City Ambition Grant bid will be submitted by the end of April.</p>	<p>↑</p>	<p>Reduce percentage of non-main roads where maintenance may be needed</p>	<p>8%</p>	<p>Annually Reported at Q4</p>			<p>5%</p>	<p>Development and the Economy</p>
<p>Deliver major projects and make sure these help to deliver the city's priorities: – Arena; Victoria Gate; Trinity; City Park & South Bank; New Generation Transport; Flood Alleviation Scheme; Aire Valley; South Leeds; Leeds/Bradford corridor/Kirkgate Market</p>	<p>The Arena has been handed over to SMG (19/04/13) and is complete other than some minor off site works. Phase 1 acquisitions are progressing for the Victoria Gate development and public consultation will commence in April following presentation to plans panel. On its opening day, 21st March 2013, over 130,000 people visited the Trinity Shopping Centre, and it is expected that Trinity will be the only major shopping centre in Western Europe to open in 2013. The City Centre Park and South Bank outline business case has been delayed due to the announcement of High Speed Rail 2 and confirmation of the plans for Leeds are awaited. Executive Board has approved £19.2m to progress the New Generation Transport scheme to full approval. Flood Alleviation Scheme contract documents are being progressed, with tenders being sought in late April/early May 2013. The Aire Valley infrastructure and confirmed build programme is on track but market conditions have made converting enquiries difficult. However, there are 2 confirmed interests commencing construction in July 2013.. A planning application for the White Rose Centre was submitted in April 2013 and it is anticipated that Middleton and Belle Isle master planning will be going to Executive Board in June. A Local Pinch Point Fund bid has been submitted to the DfT for signals at the Thornbury Barracks roundabout on the A647. £200k of the £600k for refurbishment of Kirkgate Market has now been spent with permission to roll forward the remaining £400k.</p>	<p>↑</p>	<p>% Major projects key milestones delivered on time</p>	<p>95%</p>	<p>75%</p>	<p>58.82%</p>	<p>70.00%</p>	<p>92%</p>	<p>Development and the Economy</p>

Reduce carbon emissions and water usage in council buildings	<p>The Reduce Our Carbon Emissions indicator has exceeded the annual target yet again, this year by over 5%. The biggest contributor has been through our building stock and on-going energy efficiency measures which have led to a reduction in buildings' carbon emissions of 22.6% since 2008/09. Fleet also continues to show a decrease in emissions largely due to the replacement of vehicles with more efficient ones and the introduction of alternative fuels contributing to a 6.1% decrease in Fleet emissions compared to 2008/09.</p>	↑	Reduce running costs of our buildings*	£35,508,370	£15,404,580	£22,620,457	£28,624,787	£35,560,840	Environment
	<p>Bramley Baths; and Shadwell and Drighlington Libraries were successfully transferred via Community Asset Transfer (CAT). There was slippage in some areas of the Asset Rationalisation Programme including; Roundhay Road; White Rose House in Headingley; changing timescales for Adult Social Care; and the unsuccessful CAT for Garforth Squash and Leisure Centre.</p> <p>Despite early difficulties with estimated billing, issues with N Power were resolved and the installation of automated meters is back on track leading to an increasingly accurate picture of energy use and cost.</p> <p>Reduce Running Costs of Our Buildings overspent by a very small amount, £52,470, (0.15%). Reduce Our Energy and Water Bills exceeded the target by £636k (7.4%), a much smaller overspend than 2011/12 of £947k (7.55%), despite a significant reduction in budget (target) of almost one third in 2012/13.</p>		Reduce our energy and water bills*	£8,595,610	£1,136,444	£3,040,849	£5,171,111	£9,231,272	
	<p>The overspend is due to the increasing costs of energy in spite of falls in consumption. It was largely due to the 2011/12 budget cuts within Sport leading to an overspend of £401k, which carried forward into 2012/13. In 2013/14, the Sport budget has been increased by £500k to address this pressure.</p> <p>Both financial indicator targets have been changed due to financial virements.</p>		Reduce our carbon emissions	-9.4% Reduction	-18.99% Reduction	-17.91% Reduction	-17.31% Reduction	-14.7% Reduction	

Report of Head of Scrutiny and Member Development

Report to Sustainable Economy and Culture Scrutiny Board

Date: 18 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 and Executive Board Members, 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
 - (iii) agree the terms of reference for the inquiry into the role of the Leeds Let's Get Active Scheme in promoting public health

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 Sustainable Economy and Culture Partnership Board. In doing so, the Scrutiny Board will review outcomes, targets and priorities within the Business Plan and "Best City...for business" priorities, as set out within the City Priority Plan. These priorities are as follows:
 - Drive the sustainable growth of the Leeds economy to support the creation of new jobs and new skills;
 - Promote low carbon businesses, buildings, energy generation and connectivity across the city;
 - Raise the profile of Leeds and its cultural opportunities.
- 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 due to be considered by the Executive Board on 19th June 2013 prior to its approval at Full Council. The draft Plan is attached as Appendix 1.
- 3.3 In line with the Scrutiny Board Procedure Rules, the Scrutiny Board will also continue to act as 'critical friend' to the Sustainable Economy and Culture 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.
- 3.6 The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework. It is anticipated that the Scrutiny Board will be asked to contribute to the development of four such documents over the coming year:
- Leeds Local Development Framework Site Allocations Plan
 - Aire Valley Area Action Plan
 - Leeds Local Flood Risk Management Strategy
 - Initial budget proposals

Areas of Scrutiny work brought forward from the previous year

- 3.7 The Scrutiny Board carried out the first session of an inquiry into the role of leisure and culture in promoting public health in April 2013. It was agreed that the remainder of the inquiry would be carried over to the new municipal year, with revised terms of reference to reflect an emphasis on oversight of the Leeds Let's Get Active scheme. The draft revised terms of reference will be circulated before the Board meeting.
- 3.8 The Inner North West Area Committee made a request for the Scrutiny Board to review the closure of the West Park Centre. The Scrutiny Board agreed to undertake this piece of work as a 'learning lessons' review following the Executive Board consideration of the future of the centre.
- 3.9 In February 2012, the Scrutiny Board resolved to undertake further investigation of Section 106 financial obligations, to cover the amount of time taken for financial and non-financial obligations to be met/paid and actions taken to recover and enforce obligations. This work is outstanding, and the Board needs to decide whether it is still relevant for inclusion in the work schedule.

Utilising the Leeds Census as a valuable data source

- 3.10 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.
- 3.11 The last Census took place on 27th 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.

- 3.12 The “Leeds: The Big Picture” report 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. Additionally, 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.
- 3.13 The Executive Board recommended that all Scrutiny Boards consider the census information. A copy of the report to the Executive Board is attached at Appendix 2. The full reports are available on the Leeds Observatory under the Resources and Documents section (<http://www.westyorkshireobservatory.org/Leeds>).

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 and Executive Board Members holding the relevant portfolios and also the relevant Partnership Board.
- 4.1.2 The Director of City Development and the Executive Members for Development and the Economy, Leisure and Skills and Neighbourhoods, Planning and Support Services have been invited to attend today’s meeting.
- 4.1.3 Also attached for Members consideration are the latest Executive Board minutes (Appendix 3 and 4).

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 Sustainable Economy and Culture Partnership Board. In doing so, the Scrutiny Board will review outcomes, targets and priorities within the Business Plan and “Best City....for business” 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, Executive Board Members and Partnership Board representatives, 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.
- (iii) agree the terms of reference for the inquiry into the role of the Leeds Let's Get Active Scheme in promoting public health

7.0 Background papers¹

7.1 None

¹ 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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Best Council Plan

2013 – 2017

Leeds City Council

April 2013

Contents:

Foreword – to be added

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Current position

City and Council Context

Realising our Best Council Ambition: An Enterprising Council

Delivering and reviewing our Best Council Objectives 2013-2017

Conclusion

Best Council Objectives:

- 1. Ensuring High Quality Public Services**
- 2. Dealing effectively with the City's Waste**
- 3. Reducing the need for children to be looked after**
- 4. Delivery of Better Lives Programme**
- 5. Promoting Sustainable and Inclusive Economic Growth**
- 6. Business Improvement**
- 7. Organisational Design and Delivery**
- 8. Using our Assets Effectively**
- 9. Effective Local Working**
- 10. Maximising Income, Charging and Trading**

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.

The Council needs to rise to this challenge and that requires 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 our neighbouring cities, are still contending with the lasting effects of the global financial crisis, rapidly changing policy context and on-going reductions in public sector spending. The stalled economy, significant social and demographic challenges and rising public expectations all combine to drive increased demand for our most expensive services. Add to this the toughest of Local Government funding settlements and the need for an innovative, responsive and outcome-focused approach from everyone is greater than ever.

Current position

In Leeds, we have a great base to help us rise to this next challenge, because we have achieved such a lot in difficult circumstances since we published our last Council Business Plan in 2011. We have evidence of some improved outcomes from the City Priority Plans (see annex A); significant financial savings; a reduced workforce, without a day lost to industrial action; exciting developments in 2013 in the city such as Trinity and the Arena opening and more planned; strong partner relationships and a good diverse third sector; and crucially we have a largely engaged workforce increasingly being driven by the council values. Add to this the constructive relationships across the wider City Region and North, making us 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 – Leeds Arena, the Trinity shopping centre, HS2; the Apprenticeship Training Academy, City Deal.
- The profile and reputation of the city continues to develop positively, with a successful programme of events around Olympics and Para-Olympics. 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 the number of bed weeks care in residential and nursing care homes for older people supported by the local authority.
- 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 year 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 with the 12/13 budget on track with variance during the year significantly reduced and reserves remaining above target level.

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% over 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 the city, through Leeds and Partners, and the recently published One Voice: One Ambition, a city proposition which offers great opportunity.

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 approximately £1.94bn (2013/14) each year to deliver hundreds of different services ourselves and with our partners. We have strong relationships with our key public sector colleagues, private sector and a very proactive third sector.

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 2m 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 for the future of local government, following the high profile work of the Commission we did last year. Despite the unprecedented challenges, this gives us a relatively optimistic view 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.

We are confident that people in the city are ready, committed and able to work in this way. Indeed there is already plenty of evidence that it is happening. We are particularly confident about the readiness of our workforce to be more flexible and proactive in order to help deliver the city's ambitions, rather than be defeated by the challenges presented. 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 problem and work with others to solve it in a sustainable way. For example: getting on with things and creating opportunities rather than barriers, 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, a budget plus approach, and being innovative.

We are using our democratic leadership and key delivery partner role, in the city and well beyond, to **stimulate jobs, homes and good 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 reform changes and 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 Academy is key to this. We are taking a different approach with our Core Strategy to ensure that there is ownership of the approach to site allocation and that we have the capacity to grow 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 thinking and innovate to help **establish 21st 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 part of the solution not the problem. We already have Ultrafast Broadband through Interconnected cities, jointly with Bradford. We have work underway on New Generation Transport - first UK city to get a modern trolleybus system; with 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 wrap up Leeds 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 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 isn’t needed and ensure quality responsive provision for 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, and to access the care and 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 a new future.

We are working collaboratively with others to **make the most of the devolution** and demonstrate that we are worthy of more powers to make a difference locally. Leeds is not an island, it 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 city-region 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, challenges ourselves more to be innovative and take risks in order to achieve our ambitions.

Delivering and reviewing our Best Council Objectives 2013-2017

Taking the city’s ambitions to be the best, our financial strategy and progress to date, and the vision for the future of local government, we have set out 10 Best Council objectives for the period 2013-17. We developed these as part of our approach to financial planning during 2012, through leadership events, public engagement, scrutiny and political engagement. These objectives are essential to ensuring our financial security in the medium to long term, crucial for our contribution to improving outcomes 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 root. Set out below is the broad intention for each four-year objective, 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 on a regular basis.

- 1. Ensuring High Quality Public Services**
- 2. Dealing effectively with the City's Waste**
- 3. Reducing the need for children to be looked after**
- 4. Delivery of Better Lives Programme**
- 5. Promoting Sustainable and Inclusive Economic Growth**
- 6. Business Improvement**
- 7. Organisational Design and Delivery**
- 8. Using our Assets Effectively**
- 9. Effective Local Working**
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This plan sets out the overall strategic direction for the council and identifies our key objectives but it will be implemented through directorate and service plans, budget action plans, major projects and programmes as well as through individual appraisal objectives. We recognise that these priorities do not stand alone and are inter-dependent with a broad range of contributions from right across the organisation essential to 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 a wider range of data and intelligence as required to help understand what life is like in Leeds. 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 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 Business 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.

Conclusion

We have an opportunity to embrace a more optimistic outlook for local government so that we can still achieve our ambitions, but it means that things won't 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.

Best Council Objective: Ensuring High Quality Public Services	
<p>First and foremost, we provide or commission a wide range of services and it is important that these are of a high quality, meet the needs of our customers and deliver value for money. Increasing demand and reduced funding means that we do need to work differently with communities to enable more self-reliance and community-based solutions. These services need to be of good quality and continue to be monitored through our internal performance management arrangements. Where there needs to be a step change, a new approach or more radical improvement in the provision of services, this is set out within the business plan so that it we can closely monitor progress.</p>	
Performance Measures and Targets 2017	
<p>Performance measures and targets will be set on an annual basis.</p>	
2013/14 Priorities	What will success look like in March 2014
<p>Public Health is embedded and effectively delivering health protection, health improvement and population health care.</p>	<ul style="list-style-type: none"> - Increase in successful completions of drug and alcohol treatment - Increase in number of people accessing stop smoking services - Increase in HIV testing in MSM (men who have sex with men) - Increase uptake of NHS health check in areas of greatest health inequalities - Each LCC Directorate and Clinical Commissioning Group business plan includes action that contributes to the health and wellbeing strategy priorities
<p>Reducing the prevalence and impact of domestic violence.</p>	<ul style="list-style-type: none"> - Reduce number of domestic violence repeat incidents (Police & MARACs) - Numbers of men going through DASSL who are deemed 'safer' having taken part in 'one to one' work - Increase the number of non-police referrals into Multi Agency Risk Assessment Conferences (MARACs) - Increase levels of satisfaction among domestic violence service users
<p>Develop a coherent approach to tackling poverty.</p>	<ul style="list-style-type: none"> - Mitigate negative impacts of Welfare Reform eg homelessness etc - Strategy in place by Mar 2014 - Other success measures to be confirmed as programme develops

Best Council Objective: Dealing effectively with the City’s Waste	
<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 21st 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>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Increase % waste recycled • Reduced numbers of missed bins • Reduced amount of waste going to landfill 	
2013/14 Priorities	What will success look like in March 2014
Improved reliability of refuse service.	<ul style="list-style-type: none"> - Reduced number of missed bins - Improved response to customer complaints
Increased recycling and less waste to landfill.	<ul style="list-style-type: none"> - 46.4% recycling by end of 2013/14 - Waste sent to landfill less than 142,000 tonnes - Progress in delivery of waste solution

Best Council Objective: Reducing the need for children to be looked after	
<p>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 including improving placement commissioning, investing in early intervention and prevention and encouraging more individuals and families in Leeds to become foster carers. Keeping children safe and supporting families requires a joined up approach with our partners across the city to ensure locally responsive and integrated services. By safely reducing the numbers of children looked after we can further invest in prevention as part of our wider ambitions to be the Best City for Children. Build a Child Friendly City through the development of increasingly effective cluster and partnership working. Use more effective cluster and partnership working as the basis to progress the priority areas below:</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Number Looked After Children • Reduced external placement costs • Good progress across all aspects of the Children and Young People’s Plan and especially the obsessions 	
2013/14 Priorities	What will success look like in March 2014
Children’s Obsessions – including reducing number Children Looked After.	<ul style="list-style-type: none"> - More children and young people will be supported to remain within their own family network in a safe and appropriate way - School aged children are engaged in a learning setting - More young people are engaged in education, employment or training
Leeds Educational Challenge.	<ul style="list-style-type: none"> - Higher percentage of schools achieving good or outstanding Ofsted judgments - Reduction in the number of schools in Ofsted categories - Evidence for a “narrowing of the gap” in educational achievement
School Places – meeting basic need.	<ul style="list-style-type: none"> - Ensure provision of sufficient local school places for all Leeds children

<p>Best Council Objective: Delivery of Better Lives Programme</p> <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>	
<p>Performance Measures and Targets 2017</p> <ul style="list-style-type: none"> • Numbers of people supported through reablement • Increased level of user satisfaction. • Increased numbers of volunteers in commissioned services. • Greater variety of localised community based and user led organisations meeting personalised needs. 	
<p>2013/14 Priorities</p>	<p>What will success look like in March 2014</p>
<p>Better lives through integration.</p>	<ul style="list-style-type: none"> - A greater proportion of people will be able to use a range of joined up health and social care short term services which will help them to recover from illness or to manage a long term condition. - A greater proportion of people will be successfully supported to safely maintain their independence at home for longer. - Reduced costs of service delivery and streamlined ways of working will be in place. - Reduced number of actual hospital admissions in Leeds.
<p>Better lives through housing, care and support.</p>	<ul style="list-style-type: none"> - People’s experience of the support they receive in old age, illness or disability will be more positive. - People with social care needs and their carers will be in control of their support services and a greater proportion of older people will take up the option of a cash payment from the council to buy their own care. - People will be able to use a wider range of community options for housing and daytime activities. - Council resources will be targeted towards those with more complex and specialist

	needs.
Better lives through enterprise.	<ul style="list-style-type: none"> - A greater number of people will have the opportunity to volunteer in commissioned services and the council, and will be recognised and rewarded. - New kinds of enterprises will be encouraged to develop and be supported across the city; including social enterprises, co-operatives and micro businesses. - Adult Social Care will nurture and harness the entrepreneurial spirit of staff, the public and existing organisations to encourage the development of different kinds of enterprise

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Best Council Objective: Promote Sustainable and Inclusive Economic Growth	
<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 the community infrastructure levy, new homes bonus and business rates. Furthermore 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>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Net increase NNDR base / amount NNDR and collection rate • Amount New Homes Bonus secured • Increased % working age population that is economically active 	
2013/14 Priorities	What will success look like in March 2014
Maximise employment opportunities for young people	<ul style="list-style-type: none"> - Number of Apprentice starts = 250 - Number of residents into jobs = 2700 - Number of people with improved skills = 6000
Progressing key infrastructure: <ul style="list-style-type: none"> • Leeds Arena 	<ul style="list-style-type: none"> - Support TCS development proposals/successful opening quarter Dec 2013
<ul style="list-style-type: none"> • NGT 	<ul style="list-style-type: none"> - TWAO submitted by Oct 2013/TWAO objection period completed Nov 2013
<ul style="list-style-type: none"> • Victoria Gate /John Lewis 	<ul style="list-style-type: none"> - Design Plans Panel April 2013/Planning application determined Sept 2013 - Ready to start on site March 2014
<ul style="list-style-type: none"> • Leeds Station 	<ul style="list-style-type: none"> - LSSE - public enquiry outcome known May 2013/ start on site Nov 2013 (completion 2015)/Southern concourse improvements completed by Northern Rail by tbc
<ul style="list-style-type: none"> • Flood Alleviation 	<ul style="list-style-type: none"> - Planning application phase 2 Sept 2013/Main Design and Build contract to tender by Nov 2013
<ul style="list-style-type: none"> • East Leeds Extension / Thorpe Park 	<ul style="list-style-type: none"> - Orbital Road Feasibility Study commissioned – Stage 1 to complete May 2013/Stage 2 July 2013/Determination of planning applications July 2013/Thorpe park milestone tbc
<ul style="list-style-type: none"> • Aire Valley (inc south bank) 	<ul style="list-style-type: none"> - Newmarket Lane – Energy For Waste start on site July 2013

	<ul style="list-style-type: none"> - Thornes Farm – Watershed Construction complete Sept 2013, new HQ opens Dec 2013 - Logic Leeds – Construction starts on site April 2013 - Temple Green – Full LEP approval of Growing Places Fund for phase 1 – Possibly May 2013 - Publication of draft Area Action Plan Nov 2013
<ul style="list-style-type: none"> • Kirkgate Market 	<ul style="list-style-type: none"> - Agreed Design & cost report for Market proposals Nov 2013 -
<ul style="list-style-type: none"> • WY Transport Fund 	<ul style="list-style-type: none"> - Combined Authority goes live by April 2014
<p>Deliver Local Development Framework</p> <ul style="list-style-type: none"> • Core strategy • Site allocations 	<ul style="list-style-type: none"> - Core Strategy submitted April 2013; Examination Autumn 2013 - Site Allocations Issues and Options to Development Plan Panel April 2013 and Executive Board May 2013 - CIL examination Winter 2013
<ul style="list-style-type: none"> • Community Infrastructure Levy 	
<p>Develop a coherent approach to meeting housing need.</p>	<ul style="list-style-type: none"> - 3200 empty properties brought back into use - There will be a 300 net reduction in long term empty homes - 407 affordable houses provided - 2200 new housing units delivered
<p>Enjoy an active and creative city.</p>	<p>A city where all cultural organisations feel they have a voice and influence over cultural direction</p> <ul style="list-style-type: none"> - establish an elected Cultural Executive by October 2013 - produce delivery plans for major events in 2013/15 inc Tour de France, RLWC & British Art Show 8 <p>A city where inactive people have become active</p> <ul style="list-style-type: none"> - Contribute to reduced health inequalities through the Leeds Let's Get Active project by - implementing free activity for all at off peak times in all leisure centres with most free time at 4 key sites (JCCS, Middleton, Armley, Fearnville) October 2013 – March 2015 - develop further key milestones with Sport England by October 2013 - development of a cycling legacy by March 2014 - Submit application for Cycle City Ambition

	Grant by April 2013 - Quality of life for people with social care and support needs will improve
City Deal 2	Tbc -

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Best Council Objective: Business Improvement	
<p>Our Business Improvement Programme brings together a range of transformational change projects which aim to improve customer service, streamline internal ways of working, further develop an enterprising culture and make efficiencies. It is made up of three projects:</p> <ul style="list-style-type: none"> • Changing the Workplace – which aims to provide a supported, agile workforce exploiting mobile technologies and reducing the number of buildings we occupy; • Customer Access for improving the customer experience when accessing our services at a lower overall cost with an emphasis on enabling self-service; • Business Management – aiming to streamline and improve business support services at a lower overall cost. 	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • 100% of staff successfully taken through new ways of working in city centre. • 35% reduction in city centre space requirement. • Staff productivity and wellbeing improvement • Reduced avoidable contact from customers • Customer satisfaction measure TBC • Supporting delivery of 30% cost efficiencies across services in scope 	
2013/14 Priorities	What will success look like in March 2014
<p>Changing the workplace</p> <ul style="list-style-type: none"> • phase 1 city centre • phase 2 localities 	<ul style="list-style-type: none"> - Phase 1: 1000 staff taken through new ways of working - Phase 2: early win project(s) being implemented with delivery partners - linked to 'using our assets effectively'.
Business Management	<ul style="list-style-type: none"> - Business Management early wins being delivered.
<p>Customer Access</p> <ul style="list-style-type: none"> • Delivery of Transactional web and on-line services to facilitate channel shift and self-service. • Ensure maximum value is obtained from existing telephony and face to face Infrastructure 	<ul style="list-style-type: none"> - Self-serve infrastructure for environmental and waste service in place with roadmap for future roll out agreed. - Demonstrable channel shift away from Telephone and Face to Face contact through early win activity - Integrated customer services with single management structure within the city centre one-stop.

Best Council Objective: Organisational Design and Delivery	
<p>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. Going forward the council will be smaller but more entrepreneurial and influential. We need to be able to adopt a fresh approach to delivering services and support for councillors, staff, partners, customers and communities to also enable them make their best contribution to improving outcomes. This will mean demonstrating strong democratic leadership, both city-wide and local; achieving city priorities through commissioned and directly provided services; and having locally responsive, integrated front line services. 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.</p> <p>A particular focus for this area is the project to provide an enabling corporate centre which aims to deliver the 30% savings in support services by 2017. In support of a more innovative approach we also need to consider alternative models where these are appropriate particularly those linked to trading and income generation. These considerations needs to be supported by a clear framework and good advice and challenge to ensure informed decisions are made.</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Reduction in headcount and agency staff in line with medium term financial plan • 30% savings in support services by 2017 	
2013/14 Priorities	What will success look like in March 2014
Enabling Corporate Centre Project.	<ul style="list-style-type: none"> - Establish Corporate HQ and Customer Services and Community Directorate - Streamlined and consistent management structures within the new directorates
Housing Management Review.	<ul style="list-style-type: none"> - Complete housing management review and implement recommendations - Improved tenant satisfaction and value for money
Develop and apply organisational design principles and practices to help deliver a more flexible workforce	<ul style="list-style-type: none"> - Some flatter and simpler structures - More flexible teams working together around issues

Best Council Objective: Using our Assets Effectively	
<p>We own and operate a huge range of assets across the city but recognise that not all of these are ideally placed or in a suitable condition to help us to deliver our strategic objectives for the city. We have commenced a wide ranging and comprehensive review which will produce a clear and well formulated plan for the effective management of our assets that is aligned to our broader strategic direction. From a Council budget perspective, expenditure on property assets is the third biggest area of spending after staffing and supplies and services. The financial constraints facing the Council mean that a primary focus will be to identify ways of reducing the on-going cost of our asset base but at the same time improving the customer experience. The review provides a new opportunity to determine what assets we need according to the way we want to deliver services with our partners, in localities. Ultimately, we require an asset base that is in good condition, fit for purpose and well-used, whilst at the same time being sustainable, flexible and affordable. Related to this the city faces significant demand for new housing and additional school places. This work will assist in meeting this need by releasing land and buildings for subsequent redevelopment as well as generating income through capital receipts.</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • 20% reduction in the running costs of the asset base. • Reduce backlog maintenance classed as immediate / essential by 50% • Over 90% of buildings in good or excellent condition • Maximise income from Capital receipts • Reduce carbon footprint of our buildings 	
2013/14 Priorities	What will success look like in March 2014
Development and implementation of asset rationalisation plan.	<ul style="list-style-type: none"> - Plan agreed for implementing asset rationalisation. - Quick wins projects implemented <i>(NB to be agreed by end Sept after initial scoping completed)</i> - Ward members engaged and involved throughout process - Capital receipts targets TBA

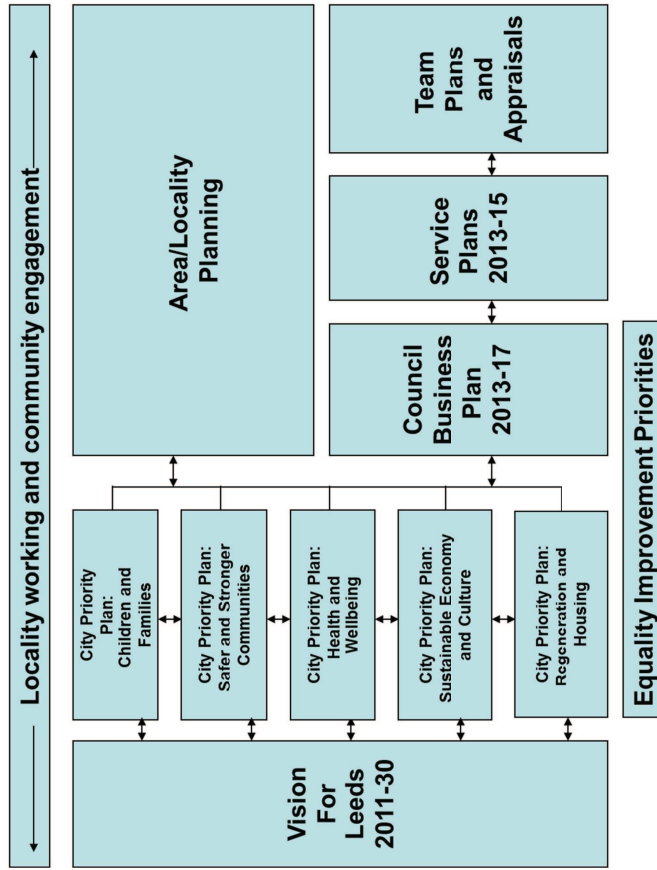
Best Council Objective: Effective Local Working	
<p>The Commission for the Future of Local Government identified the critical importance of local democratic leadership in driving the way in which local government responds to a changing and ever more challenging environment. The public need to be better engaged and involved in local decision-making and shaping their neighbourhoods, with services better targeted to meet local need. Within the current financial context budgets are shrinking and difficult decisions will need to be made in terms of service delivery. In making these decisions we need to ensure local needs are at the heart and where possible enable more local decision-making. Area Committees have an important role to play in effective local working.</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Increased budget devolved for local determination • Public feel they have more influence on local decision making • Customer satisfaction 	
2013/14 Priorities	What will success look like in March 2014
Implementation of Area Review Delivery Plan.	<ul style="list-style-type: none"> - Local youth activity programme successfully commissioned by Area Committees (AC) - Area Lead Members in place, trained and influencing decisions within council and with partners - Further delegations ready for implementation 14/15

Best Council Objective: Maximising Income, Charging and Trading	
<p>In the current financial environment one response to shrinking budgets is to look 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. Through this work we are also aiming to investigate how we can use new financial instruments to generate maximum revenue for the council.</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • Above inflation increase in total income 	
2013/14 Priorities	What will success look like in March 2014
Scoping opportunities and developing a programme of work	<ul style="list-style-type: none"> - Establish Enterprise Leeds to consolidate traded services - Identify opportunities for income generation for 14/15 budget setting process - Adult Social Care will nurture and harness the entrepreneurial spirit of staff, the public and existing organisations to encourage the development of different kinds of enterprise

DRAFT

Best Council Cross Cutting Activity: Developing an enterprising organisational culture	
<p>This objective is cross cutting and supports the whole plan by providing a focus on culture, developing people and a value-based enterprising culture. It is a huge opportunity to embrace, support and develop civic enterprise in the city, and build on existing leadership development work. 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. It will ensure a coherent approach to organisational development – for staff, members and with partners – which will continue to focus on the values and ensure that our smaller workforce has the skills and confidence to deliver what is needed in the way that is expressed in our ambition.</p>	
Performance Measures and Targets 2017	
<ul style="list-style-type: none"> • 100% Appraisals • Improved staff engagement • 100% decisions include equality and consultation • Improved attendance 	
2013/14 Priorities	What will success look like in March 2014
<p>Continuing the focus on the calls to action of:</p> <ul style="list-style-type: none"> • Quality Appraisals • Effective internal communication • Delivery 13/14 budget • Innovation 	<ul style="list-style-type: none"> - 100% Appraisals - Maintaining employee engagement levels at a time of change – 73% + - 100% decisions include equality and consultation - Improved attendance - 13/14 budget on track with no significant over or underspends

Annex A: City-Wide Strategic Context



The Council Business Plan sits alongside and complements a number of other plans. Here is how they fit together:

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

Best City Priority Plan 2011-15 identifies the outcomes/priorities to be delivered by the council and its partners over the next 4 years on our journey to be Best City. Including defining a set of indicators we will use to measure our progress. This does not include everything but is a small set of must-dos for the city (**Clearly this will need to be reviewed in light of the revised partnership arrangements and the Best Council Business Plan**).

Best Council Business Plan 2013 -17 brings together actions to make sure the council is fit for purpose in light of the financial challenges ahead alongside measures to monitor our most important services include our contribution to the City Priorities.

Equality Improvement Priorities 2011 – 2015 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 Council Business Plan in order to ensure a more integrated approach to equality in the council's strategic planning framework. **Service Plans 2013-15** sets out what each service is seeking to achieve over the next two years including contributions to the delivery the Council Business 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.

Report of Assistant Chief Executive, Customer Access and Performance

Report to Executive Board

Date: 15 February 2013

Subject: 2011 Census – Leeds: The Big Picture

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Census, which is undertaken every ten years, provides a count of the population in local areas and establishes the base from which subsequent mid-year population estimates are produced. 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.
2. An analysis of the data has been published as “Leeds: The Big Picture”. This provides a summary of the city-wide results from the 2011 Census and, where possible, includes comparisons to the 2001 Census. This document is available on the Leeds Observatory under the “Resources and Documents” section.
3. The report highlights some of the main findings from the 2011 Census. It establishes that the population in Leeds is still increasing (although not by as much as previous estimates had suggested), and begins to identify some of the potential implications that a growing and ageing population will have on the need for services such as social care, school places, employment and skills, housing etc.
4. 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. The data helps to build a comprehensive picture of conditions in localities and helps identify the critical issues facing neighbourhoods. Indices based on

Census data are widely used as indicators of deprivation which are then used extensively to target areas of greatest need.

5. The Census also establishes a new baseline for much of the city's equality and diversity data and will provide an opportunity to re-assess the extent inequalities across the city.

Recommendations

6. The Executive Board is asked to note the issues emerging from 2011 Census;
7. Members of Executive Board are asked to recommend that the "Leeds: Big Picture" document be received by all Scrutiny Boards and Directorates with a request for them to consider the Census data in relation to the future provision of services.
8. The Executive Board is asked to recommend that future locality based assessments be referred to Area Committees for their consideration.

1. Purpose of this report

1.1 The purpose of this report is to:

- Provide Executive Board with a summary of the city-wide results from the 2011 Census;
- To highlight some of the issues emerging from the 2011 Census; and
- To advise of future data releases and proposals for analysis.

2 Background information

2.1 The Census is completed every ten years and is the largest piece of social research undertaken in the country. It tells us how many people live where and provides valuable information on the make-up of local communities. It captures the defining characteristics of the population: who we are; how we live; and what we do. It is unique because it is the only information source that captures all these characteristics across the whole population.

2.2 The last 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.

2.3 ONS set a target response rate of 94% in England and Wales, and at least 80% in every local authority area. This was achieved and the response rate for Leeds was 94% which is better overall than was achieved in 2001 (91%).

2.4 The Census asks questions about work, health, national identity, citizenship, ethnic background, education, second homes, language, religion, marital status and so on. These statistics are then used to build a picture of our society. The Census is important because it provides the basis for central and local government, health authorities and many other organisations to target their resources more effectively and to plan housing, education, employment, health, and transport services for years to come, e.g.

- Data about the age and make-up of the population, and on their health enables organisations to plan and fund health and social services;
- Housing information highlights where accommodation is inadequate and helps in planning new housing;
- Economic data helps both public and private sectors to plan employment and training policies and to decide where to locate or expand their businesses;
- Information about travel to and from work and car ownership highlights the pressures on transport systems and how road and public transport could respond to meet local needs;
- Information about ethnic groups helps central and local government to plan and fund initiatives to meet the needs of these minority groups and to address inequalities;
- Census statistics helps research organisations to decide how, when and where to capture representative samples.

- 2.5 The “Leeds: The Big Picture” will be a key source of information about the city and is available on the Leeds Observatory under the “Resources and Documents” section (<http://www.westyorkshireobservatory.org/Leeds>)

3 Main issues

- 3.1 The “Leeds Big Picture” report 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 2001 Census.
- 3.2 The analysis shows that Leeds has a population of 751,500 living in 320,600 households. The Census figure is significantly lower than previous mid-year estimates but senior Council officers have met with Deputy Director of the 2011 Census and the Head of the Census Design Authority and have been reassured about the accuracy and robustness of the Census data.

3.3 Key findings

3.3.1 Population

- The population of Leeds grew by just over 36,000 between 2001 and 2011, an increase of 5.0% (less than the 7.1% increase for England and Wales, and the 6.4% increase for Yorkshire and the Humber).
- The age structure for Leeds is broadly similar to that for England and Wales with the notable exception of the 20-29 age band which in Leeds accounts for 17.5% of the population compared to 13.6% in England & Wales.
- Children (aged 0-15) account for 18.3% of the city’s population, while people aged 65+ account for 14.6%.

3.3.2 Diversity

- Leeds is becoming increasingly diverse with the Black and Minority Ethnic (BME) population now accounting for 18.9% of the resident population (10.8% in 2001).
- The number of Leeds residents that were 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 20,300 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 arrived in the last 10 years, 67% were between the ages of 16 and 44 when they arrived in the UK, and 29.5% were aged 15 or younger.
- The proportion of people who say they are Christian is lower in Leeds (55.9%) than across the whole of England and Wales (59.3%), while the proportion of people who say they have no religion is higher (28.2% and 25.1% respectively).
- Compared to England and Wales, Leeds has higher than average proportions of people stating their religion as Jewish (0.9% compared to 0.5%), as Muslim (5.4% compared to 4.8%) and as Sikh (1.2% compared to 0.8%).

3.3.3 Housing

There are 320,596 occupied households in the city, of which:

- 21.8% are living in flats, maisonettes or apartments (18.3% in 2001);
- 58.6% are "owner occupied" (compared to 64.3% in England and Wales), and the percentage of owner occupation in the city has fallen from 62.2% in 2001;
- 16.9% are renting from the local authority (higher than England and Wales rate of 9.4%), but this has also fallen from the 2001 level (20.9%);
- 16.7% are renting from a private landlord or letting agency, this is higher than the rate for England and Wales (15.3%), and almost double the 2001 rate (8.4%);
- 5.1% are renting from a Housing Association / Registered Social Landlord (compared to 8.2%).

3.3.4 Household Composition

- A third of all households in Leeds are occupied by people living on their own, slightly higher than the rate for England and Wales (30.2%).
- 60,672 households in Leeds (19%) consist of pensioners only (compared to 20.6% in England and Wales), and of these 38,326 are occupied by a lone person.
- Just under 28% of all households in Leeds contain dependent children, and almost 12% contain children under 5, broadly consistent with the England and Wales rates.
- Just under 35,000 households in Leeds are headed by a lone parent (10.9%), very slightly higher than the average for England and Wales (10.6%) and the majority (over 90%) are headed by a female.

3.3.5 Economic Activity and Qualifications

- 69.5% of people in Leeds aged 16-74 are economically active, but the rate for males is higher at 74%, while the rate for females is lower at 65.1%.
- At the time of the Census 6.9% (26,786) of the economically active population of Leeds aged 16-74 was unemployed (6.3% for England and Wales).
- In Leeds, 60% of lone parent households with dependent children are headed by a parent in full or part-time employment (compared to 51% in 2001) however female lone parents are however much more likely to be in part-time employment than their male counterparts (36.5% for females compare to 13% for males).
- 23.2% of adults in Leeds have no qualifications, compared to 22.7% across England and Wales.

3.3.6 Health and Wellbeing

- The number of people reporting limiting long-term illness in Leeds has fallen from just over 128,000 in 2001 (18%) to just over 125,000 in 2011 (16.8%).
- Over 71,500 people in Leeds (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.

3.4 Emerging Implications

- 3.4.1 Although we are still assessing the full implications of the Census and are awaiting the release of small area data (due in early 2013), the following

headlines provide an early sense of what the lower population numbers might mean to some of the service providers within Leeds City Council.

3.4.2 **Housing**

The results from the Census are broadly in line with the population estimates that were commissioned from the University of Leeds as part of the Leeds Strategic Housing Market Assessment. This housing forecast was used as the basis for identifying the total number of housing units that would be required up until 2028 and the results from the Census have helped to provide confidence in the revised forecasts that were used.

3.4.3 **Children's Services**

Children's Services have confirmed that the numbers for 0-15 year olds are broadly in line with locally obtained data from sources such as the NHS and the School Census.

3.4.4 **Environment and Neighbourhoods**

The lower population figure will have an impact on the provision of services across the directorate; however, the small area data will be the most crucial in terms of better understanding changing need and demand for services and provision across neighbourhoods and localities. The data shows that the 20-29 age bands have seen the largest increase and with the changes to Housing Benefit for single people this could significantly increase the demand/need for housing of multiple-occupation, and put extra pressure on parts of the city with suitable accommodation e.g. traditional student areas. In turn, this could have an impact on Community Safety and Environmental Services. The latest figures show that the expected increase in people aged 70+ in Leeds over the 10 years since the last Census has not materialised to the extent envisaged and this has potential implications on the demand for, and provision of, older peoples' housing and associated services.

3.4.5 **Economic Forecasts**

The new ONS baseline changes the estimate of the size of the Leeds economy (as the estimates are tied into the total population). It was estimated that the Leeds economy was worth some £15.7 billion in 2011 (this assumed a population base line consistent with the 2010 MYE figure for Leeds) - at this stage it is difficult to know what precise impact this will have on the estimate of Leeds total GVA - but it will require a downward adjustment. Issues relating to the economy need to be considered in the context of the city region and, while adjustments will need to be made at a local authority level; the real economic implications will need to be considered at the city region level. The census results will have a marginal impact on impact assessments and economic appraisals, but could have a significant impact on our understanding of the labour market and the supply of skills relative to the demand for skills.

3.4.6 **Health**

Although self-reporting of limiting long term illness has declined, GP practice data shows an increase of people living with more than one long-term condition. This presents a challenge for future services. Responding to the different health needs of an increasingly diverse population also presents a challenge for future services.

Clinical Commissioning Groups have recognised the official census population for Leeds and the reduction, while it has not reduced Care Provision funding, has reduced the running costs for the new Clinical Commissioning Groups. They are still planning for growth across services and are using the Leeds Census baseline.

3.4.7 Adult Social Care

The Leeds Joint Strategic Needs Assessment is the primary source of information about social care need in Leeds. Gross demographic numbers as set out in the census data play an important but small part in the total picture. The main impact of population changes for the Adult Social Care Directorate stem from medical advances which have led to an increasing population of people with learning disabilities requiring financial support from the Council for intensive care packages. Forecasts for this group are not derived from overall population estimates and so are unaffected by the publication of the census data. The Census data indicates that the base population for Leeds residents over 60 is around 2.5% below that which was previously estimated (2010 Sub-national Population Projections). The revised growth data for this group has been unexpected, but population growth alone cannot be used to forecast actual adult social care activity for older people. There has been an actual fall in the number of older people receiving care and support services over the last 10 years. The intensity of support required by each individual has, however generally increased over the same period.

3.5 Next steps

3.5.1 The implications of the 2011 Census cannot be fully understood until the more detailed information is released from ONS over the coming few months. The next release of data will provide the same range of information as in “Leeds: The Big Picture” but for smaller geographies. It is envisaged that individual profiles of wards and area committee areas will be produced and disseminated through the Leeds Observatory. A further report will also be submitted to the Executive Board which will provide an analysis of the area committee data in order to highlight any issues of inequality.

3.5.2 The Intelligence and Improvement Team will be producing locality based assessments of the Census data as it becomes available and will be providing reports to all Area Committees.

4 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 This is an information report that provides commentary and analysis on data that has been published by the Office for National Statistics and is already in the public domain. Consultation evidence is therefore not required.

4.1.2 Within the Council, the Intelligence and Improvement Team has the responsibility for disseminating Census data and for producing any geographic analysis. There may however be a need for services to analyse specific datasets in more detail, for example City Development will be undertaking a detailed analysis of the “economic” data and will be producing a report that will examine the data for

Leeds in the context of the City Region, Core Cities etc. Close working relationships between the corporate centre and directorates will ensure that there is no duplication of effort and that the analytical and research strengths and pockets of specialism and expertise across the city will be deployed in the most effective way possible to maximise the value of the Census data.

- 4.1.3 The analysis of the Census data will also support the next iteration of the State of the City Report and will provide a contextual background to inform future actions, prioritisation and decision making.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 The Census establishes a new baseline for much of the city's equality and diversity data. There is an acknowledged link between deprivation and many of the equality groups and the Census will provide an opportunity to assess progress over the last 10 years. The data will support the annual Equality and Diversity Position Statement that is produced alongside the State of the City report.
- 4.2.2 The Intelligence and Improvement Team will also be producing a detailed analysis of the 2011 Census data relating to both BME and faith communities across the city.

4.3 Council policies and City Priorities

- 4.3.1 The Census is important as it provides the basis for central and local government, health authorities and many other organisations to target their resources more effectively and to plan housing, education, employment, health, and transport services for years to come.

4.4 Resources and value for money

- 4.4.1 There are no resources or value for money issues.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no legal implications.

4.6 Risk Management

- 4.6.1 There is a risk that failure to adequately consider the implications of the Census data will impact on our ability to bring about improved outcomes for communities. It is recommended that this report and the "Leeds: Big Picture" be received by all Scrutiny Boards and Directorates with a request for them to consider what the data might mean for their service areas.

5 Conclusions

- 5.1 This report highlights some of the key findings to emerge from the 2011 Census and begins to identify some of the possible implications for services. It also alerts the Executive Board to future releases of Census data and the programme of work that will be undertaken to analyse the small area data (available in early 2013) and the cross-tabulated data (available later in the year).

- 5.2 The quality and accessibility of intelligence about the city is now more important than ever in the context of significant reductions in funding across the public sector. The way in which data, analytical and research resources might work more closely together in the future to understand issues affecting Leeds and to help inform the way in which these issues are addressed continues to be a topic for exploration and debate.

6 Recommendations

- 6.1 The Executive Board is asked to note the issues emerging from 2011 Census;
- 6.2 Members of Executive Board are asked to recommend that the "Leeds: Big Picture" document be received by all Scrutiny Boards and Directorates with a request for them to consider what the data might mean for their service areas; and
- 6.3 The Executive Board is asked to recommend that future locality based assessments be referred to Area Committees for their consideration.

7 Background documents¹

- 7.1 None

¹ 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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EXECUTIVE BOARD

WEDNESDAY, 24TH APRIL, 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

213 Late Items

With the agreement of the Chair, a report entitled, 'Charges for Non-Residential Adult Social Care Services' was admitted to the agenda as a late item of business. The final stage of the extensive consultation process was the consideration of related matters by a working group of the Scrutiny Board (Health and Wellbeing and Adult Social Care), which met on 12th April 2013. In order to enable the outcomes from that working group meeting to be signed off by all attendees and presented for Executive Board's consideration as part of the overarching report, this matter was submitted to the Board as a late item of business. (Minute No. 231 referred).

In addition, with regard to agenda item 9, entitled, "West Yorkshire Plus" Transport Fund', it was noted that an updated version of paragraph 3.35 had been circulated to Board Members for their consideration, following the publication of the agenda (Minute No. 217 referred).

214 Minutes

RESOLVED – That the minutes of the meeting held on 13th March 2013 be approved as a correct record, subject to Minute No. 201 entitled, 'Housing Delivery' being amended to reflect that Councillor Golton voted against the decisions taken in respect of this report, rather than abstaining.

DEVELOPMENT AND THE ECONOMY

215 Elland Road Master Plan Update and Park and Ride Scheme Proposals

Further to Minute No. 236, (11th April 2012), the Director of City Development submitted a report providing an update on the progress made at Elland Road, in the context of the Masterplan adopted in 2007 to 'kickstart' the wider regeneration of the site. Specifically, the report outlined the current position including the progress on the proposed development of an ice rink, the progress on the construction of the West Yorkshire Police Authority (WYPA) divisional headquarters on the former Greyhound Stadium site, the progress on the development of a Strategic Park and Ride facility on the site, the acquisition of the Castle Family Trust Land and Leeds United F.C.'s plans for the redevelopment of the East Stand.

Responding to a Member's specific enquiry, the Board was provided with information regarding the considerations which had been given to ensuring that wherever possible, any potentially significant future developments on site would not be prejudiced by the proposals detailed within the submitted report.

Having noted the concerns which had been raised by local Ward Members arising from proposals regarding the development of an on site Strategic Park and Ride facility, and in acknowledging the representations made by Beeston Community Forum, the Chair advised that dialogue with relevant parties would continue and that further work would be undertaken in a bid to address any concerns that the local community currently had, with any related matters being revisited by the Board in due course.

RESOLVED –

- (a) That the current position with regard to the proposed developments at Elland Road within the context of the Masterplan be noted.
- (b) That the use of Elland Road for park and ride and, subject to negotiation, the terms of occupation of a site for park and ride use for up to five years in the first instance be agreed in principle.
- (c) That the further development of a Park and Ride scheme be approved, which includes the submission of a planning application, detailed design of the car park and public consultation; together with further development of site and operational management proposals.
- (d) That the principle of income arising from parking activities being re-invested into the support of appropriate transport measures be further endorsed, specifically services relating to the Elland Road park and ride scheme.
- (e) That a further report be submitted to Executive Board seeking detailed approval to the scheme once the above processes have been concluded.

216 Wade's Charity: Proposed Contribution Agreement for the use of Future Capital Receipts

The Director of City Development submitted a report regarding a proposal from Wade's Charity for the equal sharing of any capital receipts received from the future disposal of assets owned by Wade's Charity and leased by Leeds City Council. The report specifically sought agreement to the proposal from the Charity that the Council's proportion of such receipts was earmarked to future projects to improve property and land leased by the Council, from Wade's, with work being undertaken to develop a priority list of projects between Wade's and the Council for which such receipts would be used. In addition, the report also outlined a specific proposal from Wade's to dispose of land at Cross Green Approach, subject to Ward Member consultation, which would provide Wade's with a capital receipt of £222,500 before the equal division of any surplus between Wade's and the Council.

RESOLVED –

- (a) That the equal sharing of any capital receipts received from the future disposal of assets owned by Wade's Charity be approved.
- (b) That approval be given for the Council's proportion of such receipts to be earmarked to future projects in order to improve property and land leased by the Council, from Wade's.
- (c) That the development of a priority list of projects between Wade's and the Council for which these receipts would be used, be approved.
- (d) That the terms for the division of sale proceeds for land at Cross Green Approach upon disposal be approved subject to Ward Member consultation, which gives Wade's a capital receipt of £222,500 before the equal division of any surplus between Wade's and the Council at less than best consideration.

217 "West Yorkshire Plus" Transport Fund

The Director of City Development submitted a report providing an update on the progress made to date with regard to the development of a 'West Yorkshire Plus' Transport Fund across West Yorkshire and York.

An updated version of paragraph 3.35 of the submitted report had been circulated to Board Members for their consideration, following the publication of the agenda.

Responding to a Member's enquiry regarding the funding of the NGT Trolleybus scheme in Leeds, the Board received details of the reasoning behind why that project was not being incorporated into the 'West Yorkshire Plus' initiative.

Members highlighted the importance of ensuring that all participating Local Authorities were kept engaged and on board for the life of the initiative.

In conclusion, the Board welcomed the all-party support which the initiative had gained and briefly discussed the long term benefits the scheme could provide, together with the options available in respect of maximising the fund's potential.

RESOLVED –

- (a) That the principle of establishing a £1 billion 'West Yorkshire Plus' Transport Fund together with the associated, indicative levels of financial commitments, be supported, subject to:-
 - A satisfactory conclusion to on-going City Deal negotiations, specifically including securing clarity and agreement on an acceptable level of Earn Back funding from future additional business rates in West Yorkshire and York; and
 - An in principle agreement being made by all West Yorkshire District Authorities.

- (b) That in principle agreement be given to the scope of improvements to be included in the Fund, as referenced within the submitted report and Appendix A, subject to appropriate on-going engagement and consultation with local Members and other relevant partners and communities during scheme design.

218 Review of Governance Arrangements in West Yorkshire

The Director of City Development submitted a report providing an update on the review of governance arrangements in West Yorkshire, and the proposed next steps towards establishing a West Yorkshire Combined Authority. Specifically, the report sought the Board's views on a draft statutory Review of transport and economic governance arrangements in West Yorkshire; sought the Board's views on the draft governance Scheme, which set out the role and governance arrangements for the proposed Combined Authority; and requested authorisation to consult on the draft Review and Scheme with partners and stakeholders.

Members highlighted the integral role to be played by democratic accountability in the development of such arrangements.

RESOLVED –

- (a) That the draft Review of governance arrangements relating to transport, economic development and regeneration be noted together with any comments made in relation to such matters at the meeting, which pursuant to Section 108 of the Local Democracy Economic Development and Construction Act 2009 and Section 82 of the Local Transport Act 2008, concludes that for the area of West Yorkshire, the Integrated Transport Authority should be dissolved and a Combined Authority created, both as the best option for the area going forward in terms of delivering the City Deal and because it would be likely to improve:
- the exercise of statutory functions relating to economic development, regeneration and transport in the area;
 - the effectiveness and efficiency of transport; and
 - the economic conditions in the area.
- (b) That the draft Scheme for the establishment of a Combined Authority for West Yorkshire which would form the basis for public and stakeholder consultation by the individual West Yorkshire District authorities and the Integrated Transport Authority, be noted along with any comments made in relation to such matters at the meeting.
- (c) That approval be given to the partner and stakeholder consultation exercise, as outlined within section 4.1 of the submitted report, which will test the findings of the draft Review and seek views on the provisional proposals contained in the draft Scheme for a Combined Authority, including how it will interact with these organisations, with the Review and Scheme documents being referred to the Scrutiny Board (Resources and Council Services) for consideration.

- (d) That a further report be submitted to the Executive Board by June 2013 advising Members of the outcomes from the consultation exercise, and having regard to the responses received, proposing a final Review and draft Scheme for a Combined Authority, for the purposes of endorsement by Members and also to seek a recommendation that Council provides the necessary approvals, to facilitate submission to the Secretary of State in July 2013.

NEIGHBOURHOODS, PLANNING AND SUPPORT SERVICES

219 Reducing Reported Domestic Burglary in Leeds

Further to Minute No. 218, (7th March 2012) the Director of Environment and Neighbourhoods submitted a report providing a position statement on the delivery of the city's multi-agency Burglary Reduction Programme, which commenced in September 2011. Specifically, the report sought approval to extend the current programme of activity for a further 12 months using funding allocated to the city by the West Yorkshire Police and Crime Commissioner.

Having noted the positive results which had been achieved overall since the commencement of the Burglary Reduction Programme, Members highlighted the important role of the Police and the effective multi-agency approach which had been taken as part of the programme.

The Board then considered those parts of the programme which had been most effective, and discussed the priorities of the Police Crime Commissioner which included burglary reduction. In addition, Members noted the evolving trends in Leeds with respect to drug and alcohol dependency, the evolving trends with regard to certain elements of criminal activity, and how such trends were reflected within the burglary figures.

RESOLVED – That expenditure of up to £484,000 to 31st March 2014 be approved, in order to enable the existing programme of activity, aimed at reducing domestic burglary, to continue for a further year, and thereby support further work to embed good practice and a lasting legacy in relation to burglary reduction for the future.

220 Lettings Policy Review 2013

Further to Minute No. 137 (12th December 2012), the Director of Environment and Neighbourhoods submitted a report providing information on the review which had been undertaken on the Council's Lettings Policy, advising of the outcomes arising from the consultation carried out with the public and Members, and highlighted details of the proposals together with the proposals relating to the updated Lettings Policy document.

In presenting the report, the Executive Member for Neighbourhoods, Planning and Support Services highlighted the importance of a policy which was flexible, intelligent, proactive, visible and which also recognised the importance of 'Local Connection'.

Members noted the work which was ongoing in respect of the proposals and their impact upon certain groups within the community, such as carers and vulnerable adults.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the options outlined within section 6 of the submitted report be noted and that the revised Lettings Policy, to be implemented from May 2013, be approved.
- (c) That the new approach towards centralising the assessment of housing need, together with the training programme for officers involved in lettings issues, be approved.

221 Proposed changes to the Rent Arrears Recovery Procedures

The Director of Environment and Neighbourhoods submitted a report providing information on the proposed changes to the Rent Arrears Recovery Procedure and the anticipated impact of the Housing Benefit changes which came into effect from April 2013. In particular, the report outlined the measures developed to ensure that tenants affected by the welfare changes were appropriately informed of how such changes would affect them and were made aware of the options open to them.

As part of the introduction to the report, emphasis was placed upon the need for the procedures to be conducted sensitively but earnestly. Members welcomed the increased staffing resource which would provide intensive support to tenants and highlighted the expertise which existed within financial institutions across the city which could also potentially be utilised. In addition, the Board also highlighted the prevalence of 'loan shark' companies which currently existed and emphasised the actions which needed to be taken at a national level to address this issue.

In conclusion, it was requested that further reports be submitted to the Board in due course which provided updates upon the actions being taken by the Council and other agencies to support and inform individuals who were struggling with their personal finances.

RESOLVED –

- (a) That the expected impact of the welfare benefit changes coming into effect from April 2013, be noted.
- (b) That the proposed changes to the Rent Arrears Recovery Procedure, be approved.
- (c) That further reports be submitted to the Board in due course which provide updates upon the actions being taken by the Council and other agencies to support and inform individuals who are struggling with their personal finances.

222 Design & Cost Report for Property Maintenance Software Package

The Director of Resources submitted a report which sought approval to replace the existing Synergy ICT system used by Property Maintenance. The report also sought authority to incur expenditure in relation to this project for the sum of £750,000.

RESOLVED – That the replacement of the Synergy ICT system used by Property Maintenance be approved, and that authority be given to incur expenditure of £750,000.

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

223 Leeds City Council's Procurement Strategy

The Chief Officer for the Public Private Partnerships and Procurement Units submitted a report which sought the Board's approval of a refreshed Procurement Policy for the Council. The refreshed approach aimed to secure a range of benefits for the Council including: improved outcomes, improved value for money, improved governance and assurance, improved engagement and transparency and improved support for the Council's wider ambitions.

Responding to an enquiry on how the Council encouraged a greater number of small and medium sized enterprises (SME's) to become involved in the Council's procurement exercises, the Board highlighted the importance of SME's to the local economy and noted the actions being taken by the Council to engage with SME's, together with the areas for potential improvement. In addition, emphasis was placed upon the need for consistency around the level of payments being provided to both the Council's contractors and sub-contractors.

In conclusion, officers undertook to provide Board Members with quarterly updates on the number of SME's that the Council had contracts with.

RESOLVED –

- (a) That the Strategy, as outlined within the submitted report be approved as the Council's refreshed Procurement Policy, centred upon a category management and whole lifecycle approach.
- (b) That Board members be provided with quarterly updates on the number of SME's that the Council had contracts with

CHILDREN'S SERVICES

224 Corporate Offer to Foster Carers and Care Leavers

The Director of Children's Services submitted a report outlining the need for a Corporate Offer for Foster Carers and Care Leavers and which detailed what such offers were and highlighted the further work which was being undertaken to improve them.

Responding to a Member's enquiries, the Board received information on the current position in respect of the ongoing work being undertaken around the provision of fees and allowances for foster carers. In addition, the Board also received details of the work being undertaken to ensure that Looked After Children and Care Leavers were provided with the necessary support and skills to gain employment, which included their access to initiatives such as the '250 Opportunities Programme'.

RESOLVED –

- (a) That the work which has taken place to provide Corporate Offers for Foster Carers and Care Leavers be noted.
- (b) That it be agreed that the Corporate Offers for Foster Carers and Care Leavers provide a clear and practical example of how an organisation can offer a range of benefits which support vulnerable children and take forward the ambition that Leeds becomes a truly Child Friendly City.

225 Review of the School Clothing Allowance - Outcome of Consultation and request to Cease with effect from June 2013

Further to Minute No. 190 (15th February 2013), the Director of Children's Services submitted a report detailing the outcomes arising from the consultation undertaken to review the provision of the school clothing allowance. Further to this, the report recommended that the Board approved the ceasing of the current school clothing allowance policy, with effect from June 2013.

Members discussed the role to be played by individual schools and their governing bodies in ensuring that uniforms were both affordable and good value for money.

RESOLVED –

- (a) That the findings from the consultation process undertaken in respect of school clothing allowance provision be noted.
- (b) That the recommendation to end the current school clothing allowance with effect from June 2013, be approved.

226 City Learning Centres

The Director of Children's Services submitted a report which sought approval of the proposed new arrangements relating to the funding and use of Leeds' four City Learning Centres (CLCs). The proposals detailed within the submitted report aimed to build upon the practice currently available in the CLCs whilst also maximising the potential use of those valuable resources as citywide assets.

RESOLVED –

- (a) That it be noted that the Dedicated Schools Funding used to support the running of the City Learning Centres ended on 31 March 2013 and

that the interim funding made available through Children's Services is only in place until 31 August 2013, after which all Council funding for the CLCs will cease.

- (b) That approval be given to the inclusion of the Derek Fatchett CLC site as part of the City of Leeds academy proposals and that approval also be given to the inclusion of the CLC staff in the ring-fence for posts in the proposed new academy in addition to TUPE, should that apply based upon continued delivery of existing provision.
- (c) That approval be given to the development of an agreement for an initial period of two years for the West Area Inclusion Partnership (AIP) to take over the running of the West CLC for use as an Inclusion Centre, on the understanding that there will be no budget transferring.
- (d) That the development of an agreement with the North East AIP be approved, to run the North East CLC for the next two years, on the understanding that there will be no budget transferring and that TUPE is likely to apply to some staff based upon proposed future use. (This to be followed by further discussions with the AIP around the use of the CLC by one or more schools to enable them to increase their 11-16 capacity from 2015 onwards).
- (e) That the transfer of the South CLC to the South Leeds Learning Trust be approved in order to enable them to increase their 11-16 capacity on the understanding that there will be no budget transferring.
- (f) That the responsibility of implementing the resolutions (as detailed above) for the four City Learning Centres be delegated to the Director of Children's Services.

227 Primary Basic Need Programme - Outcome of statutory notices for expansion of primary provision for 2014.

Further to Minute No. 141 (12th December 2012), the Director of Children's Services submitted a report detailing the representations made in response to the publication of the statutory notices for the expansion of Little London Community Primary School, Rufford Park Primary School and Sharp Lane Primary School. In light of the representations made, the report invited the Board to make final decisions on each of the expansions proposed.

The Board noted that the proposal regarding Tranmere Park Primary School had not been progressed, as further work was being carried out in the area in order to determine whether any alternative solutions were available, and that any such matters would be revisited by the Board as and when appropriate.

Responding to a Member's request, officers undertook to submit a report to a future meeting of the Board which provided the context in respect of the pressures being placed upon the provision of school places throughout the city, together with the long term plans being developed to address such

pressures, whilst also providing data illustrating the sources of population growth across Leeds.

RESOLVED –

- (a) That the proposal to expand the physical capacity of Little London Community Primary School from 210 to 630 pupils, with an admission number increasing from 30 to 90 and with effect from September 2014 on the adjacent site at Oatland Green, be approved.
- (b) That the proposal to expand the physical capacity of Rufford Park Primary School from 210 to 315 pupils, with an admission number increasing from 30 to 45 and with effect from September 2014 on its existing site, be approved.
- (c) That the proposal to expand the physical capacity of Sharp Lane Primary School from 420 to 630 pupils, with an admission number increasing from 60 to 90 and with effect from September 2014 on its existing site, be approved.
- (d) That a report be submitted to a future meeting of the Board providing the context in respect of the pressures being placed upon the provision of school places throughout the city, together with the long term plans being developed to address such pressures, whilst also providing data illustrating the sources of population growth across Leeds.

228 Governance Arrangements for the South Leeds Youth Hub (SLYH)

The Director of Children’s Services submitted a report informing of the progress which had been made in respect of a potential Community Asset Transfer (CAT) of South Leeds Youth Hub (SLYH) to a “not for private profit” organisation.

Responding to Members’ enquiries, the Board received assurances with regard to funding streams, should a CAT take place. In addition, the Board received further details regarding the potential benefits which may be realised from a Community Asset Transfer of the SLYH.

RESOLVED –

- (a) That the start of a Community Asset Transfer process, for the SLYH, to a “not for private profit” organisation be approved.
- (b) That support be given to the progressing of a lease for SLYH (at least for the life of the MyPlace grant which expires on 28 October 2028), with details for a rental agreement being determined as part of the process.
- (c) That a reducing revenue contingency over 4 years be approved, with the aim that immediate pressures of any transfer are overcome as the new “building manager” works towards achieving financial sustainability over the term.

- (d) That the establishment of a Partnership Advisory Group be approved, in order to support the management of the Council's investment, in the event that a "not for private profit" organisation submits a successful business plan.

LEISURE AND SKILLS

229 Leeds Let's Get Active

The Director of City Development and the Director of Public Health submitted a joint report providing further information relating to the City Council's 'Leeds Let's Get Active' bid to Sport England's "Get Healthy, Get into Sport" health pilot programme. In addition, the report sought retrospective support for the 'Leeds Let's Get Active' bid and approval to accept a grant offer.

Members welcomed the report and highlighted the fact that it was a good example of effective cross-directorate working.

Responding to an enquiry, the Board received details in relation to how users would be able to access the scheme.

RESOLVED –

- (a) That the contents of the submitted report be noted and that the 'Leeds Let's Get Active' project be supported.
- (b) That approval be given for the Director of City Development to accept the Sport England grant funding award of £500,000.
- (c) That a report be submitted to the Board at the end of the project, evaluating the outcomes arising from it.

ADULT SOCIAL CARE

230 Update - Shared Service Partnership with Calderdale Metropolitan Borough Council to meet Adult Social Care System Requirements

Further to Minute No. 45, (18th July 2012), the Director of Adult Social Services submitted a report providing an update regarding the progress made by the Adult Social Care Systems Programme, since the decision to enter into a partnership agreement with Calderdale Metropolitan Borough Council to replace the existing Adult Social Care case management system (ESCR) with Calderdale's Client Information System (CIS), was released for implementation in August 2012.

Members discussed a number of issues around the associated timescales and the budgetary implications arising from the development of the Adult Social Care Systems Programme.

RESOLVED –

- (a) That the progress made since the decision was released for implementation be noted, and it also be noted that the programme is on track to planned timescales and within planned budget.

- (b) That the work that which has gone into the formal partnership agreement to ensure that risks are appropriately managed throughout the successful implementation of CIS in Leeds and which also provides a high level of on-going protection to the Council, be noted.
- (c) That agreement be given to the Council's Corporate Governance and Audit Committee continuing to review progress at 6 monthly intervals, in order to provide assurances in respect of the programme's successful implementation.

231 Charges for non-residential Adult Social Care Services

The Director of Adult Social Services submitted a report which presented the outcomes arising from the consultation undertaken on the review of charges for non-residential adult social care services and which made recommendations for changes to such charges.

Following the presentation of the report, the Board noted the difficult decisions which needed to be made in respect of charges for non-residential Adult Social Care services, given the current economic climate.

Members welcomed the thorough consultation exercise which had been undertaken in respect of this matter, and the changes which had been made in response to the feedback received during that exercise.

RESOLVED –

- (a) That the outcomes of the consultation and the way in which such outcomes have been addressed, as set out within sections 4 to 6 of the submitted report, be noted.
- (b) That the outcomes of the Equality Impact Assessment and the way in which such outcomes have been addressed, as set out in section 9.2 of the submitted report, be noted.
- (c) That the changes to charges for non-residential services, as set out within section 5 of the submitted report, be approved.
- (d) That the revised Adult Social Care Charging and Contributions Policy Framework, as set out within Appendix 9 to the submitted report, be approved.
- (e) That the Care Ring and Telecare Eligibility and Prioritisation Policy, as set out within Appendix 10 to the submitted report, be approved.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he voted against the decisions taken within this minute specifically regarding charges to the Care Ring (Pendant Alarm) service and the Care Ring and Mobile Response service)

232 Assistive Technology Hub for Leeds - Approval to Proceed

The Director of Adult Social Services submitted a report providing information on the proposals to develop an Assistive Technology (AT) Hub for Leeds by refurbishing 81, Clarence Road, which had been identified as the only suitable site within the Council's portfolio. In addition, the report outlined the drivers behind the development, which included the need to relocate Leeds Community Equipment Store from Roundhay Road, as well as the strategic and financial benefits that would be realised. The report also sought the Board's approval of expenditure worth £2,170,963 from the Community Capacity Grant in order to fund this development.

The Board welcomed the proposals detailed within the submitted report, and in response to Members' enquiries, the Director of City Development undertook to provide Board Members with further information and assurances regarding the level of associated car parking provision (including blue badge parking provision) which would be available for users of the AT Hub.

RESOLVED –

- (a) That authority to spend a total of £2,170,963 funded by the Community Capacity Grant (Department of Health) be approved for the development, as detailed within the submitted report.
- (b) That the Director of City Development provide Board Members with further information and assurances regarding the level of car parking provision (including blue badge parking provision) which would be available for users of the AT Hub.

RESOURCES AND CORPORATE FUNCTIONS

233 Financial Health Monitoring 2012/13 - Month 11 report

The Director of Resources submitted a report which presented the Council's projected financial health position for 2012/13, after eleven months of the financial year.

Members noted that the next financial monitoring report would be a final outturn report for 2012/2013, which would be submitted to the June 2013 Executive Board meeting.

In noting the projected underspend of £4,600,000, the Board considered how best to utilise any underspend from the 2012/2013 financial year, and whether any of this sum should be invested into highways maintenance. In conclusion, it was requested that any underspend from the Council's 2012/2013 budget was added to the General Fund Reserves until all information from the 2012/2013 financial year was known, at which time further consideration could be given to how any underspend was utilised.

RESOLVED –

- (a) That the projected financial position of the authority after eleven months of the financial year, be noted.

- (b) That any underspend from the Council's 2012/2013 budget be added to the General Fund Reserves until all information from the 2012/2013 financial year is known, at which time, all relevant information be submitted to the Board in order to enable the Board to determine how any such underspend should be utilised.

234 Farsley and Calverley Charities

The City Solicitor and the Director of Resources submitted a joint report regarding the proposed lifting of current restrictions which related to capital monies being released in respect of both the Farsley Public Purposes Charity and the Calverley Charity – The Workhouse Allotment, so as to enable the aims of both of those charities to be carried out more effectively and efficiently.

RESOLVED - That any restrictions which apply as to the use of the current capital funds of Farsley Public Purposes Charity (Charity No. 500559) and The Calverley Charity – The Workhouse Allotment (Charity No. 504497) be released with effect from 24th April 2013, in accordance with Section 281 of the Charities Act 2011.

235 Extension of Discretionary Business Rate Relief Scheme

The Director of Resources submitted a report which sought approval to undertake consultation upon proposals regarding the extension of the guidelines for the award of discretionary rate relief from 2013/14 to 'for profit' organisations which met agreed criteria, as now permitted under Section 69 of the Localism Act 2011.

Members highlighted the importance of small and medium sized enterprises (SME's) to the local economy, and emphasised the need for the Council to effectively engage with such companies as part of this initiative. Emphasis was also placed on the integral role to be played by organisations such as the Federation of Small Businesses and the Chamber of Trade in any proposals relating to the extension of the Discretionary Business Rate Relief Scheme.

RESOLVED – That consultation with representative bodies, including the Chamber of Trade and Leeds & Partners on the proposals to extend the guidelines for the award of discretionary relief for Business Rates, be approved.

HEALTH AND WELLBEING

236 The Health & Social Care Act - Establishment of the Health and Wellbeing Board

The Director of Adult Social Services, the Director of Children's Services and the Director of Public Health submitted a joint report providing information on the role and functions of the Leeds Health and Wellbeing Board, informing of the progress which had been made to establish the Board in its shadow form and providing the Executive Board with an opportunity to consider the proposed governance arrangements for the Health and Wellbeing Board, prior to it being formally established by full Council on the 20th May 2013.

RESOLVED –

- (a) That the progress which has been made during the shadow period of the Health and Wellbeing Board be noted.
- (b) That the statutory functions of the Health and Wellbeing Board, as set out in its proposed terms of reference, as detailed within appendix 1 to the submitted report, together with the Board's intended role, be noted.
- (c) That the Leader's proposal to nominate 5 Councillors to the Board (3 Executive Members, and one further Councillor from each of the two largest opposition groups) be endorsed.
- (d) That the following be recommended to the General Purposes Committee with regard to the proposed governance arrangements for the Health and Wellbeing Board:-
 - (i). that membership and voting arrangements for the Board are as set out in the attached appendix 2 to the submitted report;
 - (ii). that the Health and Wellbeing Board have a quorum of four members, to include one Councillor and a Clinical Commissioning Group (CCG) representative;
 - (iii). that substitutes for Councillors on the Health and Wellbeing Board are appointed via nomination from the relevant Group Whip; and
 - (iv). that substitutes for other voting representatives are relevant non-voting representatives, if these are appointed by the Board.

ENVIRONMENT

237 Wrap Up Leeds Final Report

Further to Minute No. 101 (12th October 2011), the Director of Environment and Neighbourhoods submitted a report providing a summary of the key achievements and lessons learnt from the 'Wrap Up Leeds' initiative which was launched in January 2012 and which had secured over £3,300,000 worth of private sector investment and had reduced heating costs by almost £1,400,000 per annum.

Responding to a Member's enquiry, officers provided the reasons as to why the ratio between the number of customers contacted and the number of measures installed ranged significantly on a Ward by Ward basis. In conclusion, it was emphasised that future initiatives, such as the 'Green Deal Demonstrator' would build upon the positive work already undertaken and would continue to target those residing in deprived areas of the city.

RESOLVED - That the contents of the submitted report and the success of the 'Wrap Up Leeds' project be noted.

CHILDREN'S SERVICES

238 Submission of Petition entitled: 'To Retain Free School Transport to/from home and school for Children Attending their Nearest Faith School on the basis of their Denomination or Faith'

Councillor A Carter advised the Board that prior to the meeting he had received a petition entitled, 'To Retain Free School Transport to/from home and school for Children Attending their Nearest Faith School on the basis of their Denomination or Faith'. He formally submitted the petition to the Executive Member for Children's Services for consideration as part of the proposals currently being developed in respect of the Children's Services Transport Policy and Strategy.

DATE OF PUBLICATION: 26TH APRIL 2013

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 3RD MAY 2013 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00 p.m. on 7th May 2013)

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

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Plan Panel were scheduled on 9th and 16th April 2013 and Members also agreed to a day of site visits on 18th 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 30th April 2013. Given this and the need to accommodate any changes arising from the Panel debate on 30th 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 24th 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, 16th 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, 12th 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, 12th 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, 11th 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: 13TH MAY 2013

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

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

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Report of Head of Scrutiny and Member Development

Report to Sustainable Economy and Culture Scrutiny Board

Date: 18 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 papers¹

- 4.1 None used

¹ 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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DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	June	July	August
<i>To be determined</i>			Draft terms of reference
<i>To be determined</i>			
Leeds Let's Get Active Scheme	To agree terms of reference SB 18/6/13	Session One SB 16/7/13	
West Park Centre			
Annual review of Partnership			
Requests for scrutiny	Party in the Park SB 18/6/13		
Pre-decision Scrutiny		Draft Sports Strategy SB 16/7/13	
Budget & Policy Framework Plans			
Recommendation Tracking		Maximising Powers to Promote Influence and create Local Employment and Skills Opportunities SB 16/7/13	
Performance Monitoring	Quarter 4 performance report SB 18/6/13		

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DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14		
	September	October	November
<i>To be determined</i>	Terms of Reference SB 17/9/13		Session One SB 19/11/13
<i>To be determined</i>			
Leeds Let's Get Active Scheme			
West Park Centre	SB 17/9/13		
Annual review of Partnership			
Requests for scrutiny			
Pre-decision Scrutiny			
Budget & Policy Framework Plans		Aire Valley Action Plan SB 7/10/13 (Date TBC)	
Flood Risk Management			
Recommendation Tracking	Young People's engagement in culture SB 17/9/13		
Performance Monitoring		Section 106 funding SB 7/10/13	

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DRAFT Scrutiny Board (Sustainable Economy and Culture) 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>		Session Two SB 21/1/14	
<i>To be determined</i>			
Leeds Let's Get Active Scheme			Session Two SB 18/2/14
West Park Centre			
Annual review of Partnership			
Requests for scrutiny			
Pre-decision Scrutiny			
Budget & Policy Framework Plans	Executive Board's initial budget proposals SB 17/12/13 Site Allocations DPD SB 17/12/13 (Date TBC)		
Recommendation Tracking			
Performance Monitoring	Quarter 2 performance report SB 17/12/13		

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DRAFT Scrutiny Board (Sustainable Economy and Culture) Work Schedule for 2013/2014 Municipal Year

Area of review	Schedule of meetings/visits during 2013/14	
	March	April
<i>To be determined</i>		
<i>To be determined</i>		
Leeds Let's Get Active Scheme		
West Park Centre		
Annual review of Partnership	To undertake "critical friend" challenge SB 18/3/14	
Requests for scrutiny		
Pre-decision Scrutiny		
Budget & Policy Framework Plans		
Recommendation Tracking		
Performance Monitoring	Quarter 3 performance report SB 18/3/14	

Unscheduled

Local Flood Risk Management Strategy

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Sustainable Economy and Culture)

Date: 18 June 2013

Subject: Request for Scrutiny – Proposal to introduce charges for Party in the Park

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. A request for Scrutiny has been received from Councillor John Procter. This relates to the delegated decision to approve the proposal to introduce charges for Party in the Park. Councillor Procter's request is attached as Appendix 1
2. A copy of the delegated decision notice and accompanying report are attached at Appendix 2.
3. Councillor Procter has been invited to attend the meeting to outline his request to the Board. Relevant officers have also been invited to attend the meeting to explain the background to the decision-making process.
4. In summary, Councillor Procter is asking the Board to consider invoking its constitutional power to call for a report on the decision-making process to be produced for Council, explaining why this decision was not classed as a key decision.
5. The decision to require such a report to Council is the sole responsibility of the Scrutiny Board.
6. When considering the request for Scrutiny, the Scrutiny Board may wish to consider:
 - If further information is required before considering whether to require a report to Council;

- If the matter raised is of sufficient significance and has the potential to produce realistic recommendations that could be implemented and lead to tangible improvements; and
- The level of resources required to produce such a report

Recommendations

6. The Scrutiny Board is asked to:

- (i) Consider the request for Scrutiny from Councillor Procter.
- (ii) Determine if it wishes to require a report to Council and, if so, the timescale for requiring such a report to be produced.

Background papers¹

7. None used

¹ 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.

Request for Scrutiny – Proposal to introduce charges for Party in the Park

Dear Cllr Rafique,

I would like to formally submit a request for scrutiny to the Sustainable Economy and Culture Scrutiny Board. My request focuses on a recent delegated decision that introduced charging for Party in the Park in 2013 (which I also attach). This was taken as a Significant Operational Decision (SOD) when in my view it should have been taken as a Key Decision. I base this on the fact that income from the event could exceed £250K, it is a significant policy issue that affects many thousands of Leeds residents and across more than one ward. In terms of the constitution I am referring to the following:

Part 4 (b) Executive and Decision Making Procedure Rules

SCRUTINY OF THE MAKING OF KEY DECISIONS

Decisions Which Appear to Have Been Wrongly Treated⁴¹

Where an executive decision has been made and

- was not treated as a Key Decision, and
- a relevant Scrutiny Board thinks that it should have been treated as a Key Decision

that Scrutiny Board may require, by resolution passed at a meeting of that Scrutiny Board, the Decision Taker to submit a report to the Council within such reasonable time as the Scrutiny Board specifies.

The relevant Director will prepare a report for submission to the next available meeting of the Council⁴² following the end of the period specified by the Scrutiny Board.

The report to Council will set out particulars of;

- The decision,
- The reasons for the decision,
- The individual or body making the decision, and
- if the Leader is of the opinion that it was not a key decision, the reasons for that opinion.

I hope you will give consideration to this issue and let me know if or when this will be considered at your Scrutiny Board.

Kind Regards

Cllr John Procter
Chair of Scrutiny Board (Housing and Regeneration)
Deputy Leader of the Conservative Group
Wetherby Ward

Conservative Group Office
2nd Floor East
Civic Hall
LS1 1UR
0113 24 74213

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DELEGATED DECISION NOTIFICATION¹

REF NO ² D

LEAD DIRECTOR	Director of City Development	AUTHORITY BY REFERENCE TO SCHEME OF DELEGATION: ³	Officer Delegation Scheme (Executive functions) Director of City Development 2(m)
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SUBJECT ⁴	Proposal to introduce charges for Party in the Park
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DECISION ⁵	COUNCIL FUNCTION <input type="checkbox"/> NOT SUBJECT TO CALL IN	EXECUTIVE DECISION (KEY) <input type="checkbox"/> ⁶ EXEMPT FROM CALL IN: YES / NO	EXECUTIVE DECISION (SIGNIFICANT OPERATIONAL) <input checked="" type="checkbox"/> NOT SUBJECT TO CALL IN
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The Chief Officer Libraries, Arts and Heritage has approved the charges for tickets to Party in the Park at the same rate as Classical Fantasia and Opera in the Park and the introduction of new packages as part of the ticket offer across all three events.

AFFECTED WARDS	All wards
----------------	-----------

	Yes	No	Date
Executive Member	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Ward Councillors	<input type="checkbox"/>	<input checked="" type="checkbox"/>	_____
Chief Officers Affected	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Others (Specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	_____
Online budget consultation, Leader of the Council, the public during the event_____			

¹ This form is used both to give notice of an officer's intention to make a decision in accordance with Executive and Decision Making Procedure Rule 4.4, and to record a decision which has been taken by an officer in accordance with Article 13.5.2 (Council Decisions) or Executive and Decision Making Procedure Rule 4.8 (Executive Decisions). The decision set out on this form therefore reflects the decision that it is intended will be made, or that has been made. Although set out in the past tense a decision for which notice is being given may be subject to amendment or withdrawal.

² This reference number will be assigned by Governance Services and notified to you

³ The relevant paragraph within the decision makers delegated powers should be identified.

⁴ A brief heading should be inserted

⁵ Brief details of the decision should be inserted. This note must set out the substance of the decision, options considered and the reason for deciding upon the chosen option, although care must be taken not to disclose any confidential or commercially sensitive information. Guidance on the substance of the note is available from Governance Services

⁶ For Key decisions only. If exempt from Call In brief reasons to be given at end of this DDN and details to be provided in the report. The Call In period expires at 5.00 pm on the 5th working day after publication. Scrutiny Support will notify decision makers of matters called in by no later than 12.00 noon on the 6th day.

ADVICE SOUGHT		YES	NO
	Legal	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Finance	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Personnel	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Equal Opportunities	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Other Please Specify	<input type="checkbox"/>	<input checked="" type="checkbox"/> _____	


CAPITAL FUNDING APPROVAL REQUIRED		YES	NO
	Funding Approval Required	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Injection Approval Required	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(If yes to either, you must complete the Financial Development Funding Approval box below.)			

FINANCIAL DEVELOPMENT FUNDING APPROVAL/INJECTION (CAPITAL SCHEMES ONLY)		Scheme Number:
		CSR Number:
		Date:
	(Name:)	

DECLARED OFFICER / MEMBER INTERESTS ⁷	
--	--

EXEMPT/ CONFIDENTIAL APPENDIX	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>	RULE NO 10.4 ⁸ ()
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CONTACT PERSON	Paul Footitt	CONTACT NO ⁹ :	0113 224 3600
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DECISION MAKER ¹⁰		DATE: 7.5.13
	(Name: Catherine Blanshard)	

	KEY	OTHER
¹¹ First publication (5 day notice)		
Commencement for Call In		
Last date for Call In		
Implementation Date		

<p>Key Decisions If not on List of Forthcoming Key Decisions for at least 28 clear days, the reason why it would be impracticable to delay the decision:-</p> <p>If exempt from Call In, the reason why Call In would prejudice the interests of the Council or the public:-</p>

⁷ No Member having a disclosable pecuniary interest or officer having an interest in any matter (whether pecuniary or otherwise required to be declared) should take a decision in relation to that matter. Other interests of a non-disqualifying nature should be recorded here. Any dispensation in place in relation to the matter should also be recorded here.

⁸ Relevant Access to Information Procedure Rules to be quoted if there is an exempt appendix

⁹ Please insert a complete telephone number whether land line or mobile, rather than an extension number.

¹⁰ The signatory must be duly authorised by the Director to make the decision in accordance with the Department's scheme. It is not acceptable for the signature to be 'pp' for an authorised signatory. For Key Decisions only, the date of the authorised signature signifies that, at the time, the Officer was content that the decision should be taken. However, should representations be received following public availability of reports the signatory will consider the effect which such representations should have upon the final decision.

¹¹ Governance Services will enter these dates

Report of Event Manager

Report to Chief Libraries, Arts and Heritage Officer

Date: Tuesday 30th April 2013

Subject: Proposal to introduce charges for Party in the Park

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): All	<input checked="" type="checkbox"/> Yes	<input 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. The Events Programme is facing a significant reduction in corporate funding. In 2011 charges were introduced for Opera in the Park and Classical Fantasia but, at the time, the popular music industry would not support free appearances of their artists arranged through commercial radio stations if charges were made. There has now been a recognition within the industry that modest charges may be required to enable an event to happen. If this charge is kept low no fees will be incurred.
2. It is therefore proposed to introduce charges for Party in the Park. It is proposed to make charges consistent across all three major outdoor summer events: Party and Opera in the Park and Classical Fantasia.

Recommendations

The Chief Officer Libraries, Arts and Heritage is requested to approve the charges for tickets to Party in the Park, Classical Fantasia and Opera in the Park and to introduce new packages as part of the ticket offer across all three events.

Purpose of this report

- 1.1 To propose the introduction of charging for Party in the Park and set the same charges for Classical Fantasia and Opera in the Park.

2 Background information

- 2.1 Leeds City Council has organised a number of large outdoor events over many years. In 2011 the Council introduced charges for Opera in the Park and Classical Fantasia. This left two large scale events – Party in the Park and Leeds Lights switch on. The Lights switch on event would be very costly to ticket and very difficult to manage as a ticketed event in the space on the Headrow. It is therefore not proposed to charge this family focussed event while it is delivered in its current format.

Party in the Park has been held for the last 20 years. It shares the stage, event management and therefore costs with Opera in the Park. Over the last few years high profile major acts of the day have been an integral part of the programme such as McFly and One Direction. This has attracted about 50,000 – 60,000 young people and families.

Ticket charges were introduced for Opera in the Park and Classical Fantasia. They were not introduced for Party in the Park due to the arrangement with the industry which enable the acts to perform free. Introducing charges at the time would have resulted in the industry withdrawing the arrangement leading to prohibitive costs rendering the event untenable. There has been a shift in attitude and a recognition that in these financially challenging times modest charges are required.

- 2.2 Changes were however introduced for Party in the Park in partnership with Radio Aire. A new ticketing system enabled a fair distribution of tickets to Leeds Council tax postcodes. This move has resulted in a much greater use of tickets, and demand for tickets has increased significantly in 2011 and 2012 to approximately 60,000. At the same time, with the help of the accessibility officer and in consultation with young people significant improvements were made to accessing the event for disabled young people and their friends and family, and children facing the most challenging lives were supported through separate ticket distribution via Children's Services.

3 Main Issues

- 3.1 The events budget is under significant pressure due to the economic position. Rather than cancel both Party and Opera in the Park it is proposed to implement the same charges for Party as the other two events. It is also proposed to introduce an early bird offer for purchasers of tickets in May. There will also be opportunities to win tickets through offers and competitions run by various media partners.

3.2 Ticket prices for Classical Fantasia, Opera and Party in the Park

The ticket prices are as below. Tickets bought at the box office in person are not subject to a booking fee. Those buying over the phone will incur a transaction fee of £2.50 per booking, and those buying on the internet will pay a transaction fee of £1.00 per ticket. Under-fives go free but require an under fives ticket to enter.

Ticket category	Price
Breezecard holders	£5.00
Leedscard Extra	£6.50
Leeds Active, LibraryCard and Leedscard holders	£8.00
Group ticket (for between five and ten people of any age)	£7.00 per person
Full price tickets	£10.00
Earlybird tickets Book before the end of May	10% discount

4. Corporate Considerations

4.1 Consultation and Engagement

4.1.1 Consultation was undertaken by Radio Aire during the 2012 Party in the Park

4.1.2 A number of those consulted identified charging as something they would accept if it remained modest. More details of the consultation is included in the Equality Impact Assessment attached.

4.1.3 A number of complaints were received during 2011 and 2012 about a perceived unfairness that classical music followers were feeling when compared with popular music followers.

4.1.4 As part of the city's consultation You Choose with local people on the budget, a number of residents suggested charges for Party in the Park.

4.1.5 Discussions of the outcome of the consultation and the proposals to charge have been held with the leader of the Council and Executive Member for Leisure who are both supportive of the proposal to charge rather than abandon the event.

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 A full impact assessment has been completed and is attached.

4.2.2 To maintain access by those young people living the most challenging lives in the city 2,000 tickets will be allocated to Children's Services by Cash for Kids, Radio Aire.

4.3 Council policies and City Priorities

4.3.1 Events are vital to making Leeds a great place to live, and being able to maintain a wide ranging programme while introducing modest charges demonstrates the Council's responsive approach to the ambitions of an active family friendly city spending money wisely.

4.4 Resources and value for money

4.4.1 A reduction of £330,000 has been included in the 2013/14 budget to the net cost of the event programme, and the budget report highlighted an option to reduce the cost by including scope for new charges. Whilst the anticipated fall off in the number attending Party in the Park is difficult to project, a reduction to 30,000, for example, would still produce income of £160,000 at an average ticket price of £6.

4.4.2 Introducing charges to Party in the Park while maintaining charges for Classical Fantasia and Opera in the Park will contribute to meeting the reduction in the Event budget.

4.4.3 The introduction of charges will result in charges from Radio Aire to Leeds City Council and discussion is underway on the level of the costs which will be met. There will also be charges from the Police and consultation is also underway on the level of these. The sale of tickets will be handled by Leeds City Centre Box Office and the Visitor Centre.

4.4.4 There will be competitions across a range of media for the public to win tickets as prizes. This results in no cost marketing for the events in the media.

4.4.5 Meanwhile Classical FM have confirmed a second year of support to Opera in the Park giving free on-air advertising for the event.

4.5 Legal Implications, Access to Information and Call In

4.5.1 There are no legal implications of this report and it is not subject to call in.

4.6 Risk Management

4.6.1 It is anticipated there will be a significant fall off in the take up of tickets. The weather plays a significant role in ticket sales and the move to charge, while proposed in consultation, is always challenging in implementation. It is impossible to predict the drop. At the same time the line up will impact on ticket sales and the record industry is volatile. The event is now linked to events in Manchester and Liverpool to help ensure quality acts.

4.6.2 In previous years tickets have been placed on Ebay after being received. In the past we have worked with Ebay and Gumtree to take these tickets off. It is highly likely that with a price tag now associated with the ticket that people will seek to gain from these tickets. We will find it much harder to remove these tickets from the sites but will plan to include in our communication strategy the price of tickets bought directly from the Box Office.

5 Conclusion

5.1 Introducing charging for Party in the Park is not done lightly, particularly as the event is a fundamental element in the Child Friendly City ambition. However the Council recognises that new opportunities within the record industry will now enable a modest charge without a negative impact on the line up and charging is preferable to abandoning the event.

6 Recommendations

6.1 The Chief Officer Libraries, Arts and Heritage is requested to approve the charges for tickets to Party in the Park, Classical Fantasia and Opera in the Park and to introduce new packages as part of the ticket offer across all three events.

7 Background documents¹

7.1 There are no background documents.

¹ 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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