



SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

Meeting to be held in Civic Hall, 1st Floor West, LS1 1UR on
Wednesday, 5th September, 2018 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10:00am)

MEMBERSHIP

Councillors

K Brooks - Little London and Woodhouse
N Buckley - Alwoodley
P Carlill - Calverley and Farsley
K Dye – Killingbeck and Seacroft
S Field – Garforth and Swillington
R Grahame – Burmantofts and Richmond Hill
C Harrison - Rothwell
K Maqsood – Gipton and Harehills
M Shazhad - Moortown
J Taylor - Horsforth
P Truswell (Chair) – Middleton Park
P Wadsworth – Guiseley and Rawdon

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

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**Principal Scrutiny Adviser:
Sandra Pentelow
Tel: 37 88655**

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 Rules (in the event of an Appeal the press and public will be excluded)</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>	
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

**DECLARATIONS OF DISCLOSABLE
PECUNIARY INTERESTS**

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.

5

**APOLOGIES FOR ABSENCE AND
NOTIFICATION OF SUBSTITUTES**

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 25 JULY 2018

1 - 6

To approve as a correct record the minutes of the the meeting held on 25 July 2018.

7

**DRAFT TERMS OF REFERENCE – INQUIRY
INTO THE IMPLEMENTATION OF LEEDS
INCLUSIVE GROWTH STRATEGY**

7 - 20

To receive the report of the Head of Governance and Scrutiny Support which provides the draft terms of reference for the Scrutiny Boards inquiry into the implementation of Leeds Inclusive Growth Strategy.

8

**SESSION 1 - INQUIRY INTO THE
IMPLEMENTATION OF LEEDS INCLUSIVE
GROWTH STRATEGY**

21 -
76

To receive the report of the Head of Governance and Scrutiny Support which supports the presentation of information for the first session of the Scrutiny Boards inquiry into the implementation of Leeds Inclusive Growth Strategy.

IMPLEMENTATION OF THE LEEDS PUBLIC TRANSPORT INVESTMENT PROGRAMME AND HOW THIS SUPPORTS THE LEEDS INCLUSIVE GROWTH STRATEGY.

77 -
148

To receive the report of the Head of Governance and Scrutiny Support and consider the report of the Director of City Development, presented to Executive Board on the 25 July 2018 which provide information regarding the implementation of the Leeds Public Transport Investment Programme, and how this supports priorities in the Leeds Inclusive Growth Strategy.

WORK SCHEDULE

149 -
166

To consider the Scrutiny Board's work schedule for the 2018/19 municipal year.

DATE AND TIME OF NEXT MEETING

Wednesday 31 October 2018 at 10:30 (pre-meeting for all Board Members at 10:00am).

THIRD PARTY RECORDING

Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.

Use of Recordings by Third Parties – code of practice

- a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title.
- b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete.

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SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 25TH JULY, 2018

PRESENT: Councillor P Truswell in the Chair

Councillors K Brooks, N Buckley, P Carlill,
K Dye, R Grahame, K Maqsood,
M Shazad, J Taylor and P Wadsworth

11 **Declarations of Disclosable Pecuniary Interests**

There were not disclosable pecuniary interests. Cllr K Dye declared her previous employment during which she provided Information, Advice and Guidance support to the Leeds City Council.

12 **Apologies for absence and notification of substitutes**

Apologies for absence were submitted on behalf of Councillors S Field and C Harrison.

13 **Minutes - 20 June 2018**

RESOLVED – That the minutes of the meeting held on 20 June 2018 be confirmed as a correct record.

14 **Directors Response - Scrutiny Inquiry into Sustainable Development (March 2018)**

The report of the Chief Executive, Director of Resources and Housing, Director of City Development and Directors of Communities and Environment set out the formal response to the recommendations of Scrutiny Board (Infrastructure and Investment) inquiry into sustainable development.

A copy of the Scrutiny Inquiry Report – Sustainable Development was appended to the report.

The following were in attendance for this item:

- Councillor Richard Lewis – Executive Member
- Tim Hill – Chief Planning Officer
- Tom Knowland – Head of Sustainable Energy and Climate Change
- Martin Dean – Area Leader, Communities and Environment

Members' attention was brought to the responses to the desired outcomes and recommendations following the inquiry and how these were being integrated into the Council's processes and aligned with sustainable

Draft minutes to be approved at the meeting
to be held on Wednesday, 5th September, 2018

development. The report confirmed the collective agreement by Directors of the recommended objectives made in the inquiry report and outlined a proposed approach to deliver the desired outcomes.

The following was discussed:

- Environmental challenges including Flooding and the introduction of the Clean Air Zone
- Consideration of sustainable development and environmental impact assessments in decision making and report writing.
- The need for greater reference to sustainable development within the Best Council Plan and other strategy and policy documents and how this can be strengthened.
- The evolving role of the Strategic Investment Board (SIB) with regards to addressing sustainable development.
- The need to work with health partners to improve the health infrastructure and services to meet current and future needs.
- Support for Elected Members regarding decisions making to support sustainable development, particularly at a local level including the use of Community Infrastructure Levy (CIL) funds and Section 106 funds. Also the role of Parish and Town Councils who have responsibility for CIL funds.

RESOLVED – That the Scrutiny Board (Infrastructure and Investment) notes the response to the recommendations based on their findings and notes the observations made.

15 Leeds Inclusive Growth Strategy, Supporting the delivery of the Big Ideas - Scrutiny Scoping Discussion

The report of the Head of Governance and Scrutiny Support set out the information to enable the Board to determine the scope of work required relating to the delivery of the relevant Big Ideas outlined in the Leeds Inclusive Growth Strategy 2018-23, and to determine draft terms of reference for agreement at the next Board meeting.

A copy of the Leeds Inclusive Growth Strategy 2018-2023 was appended to the report.

The following were in attendance for this item:

- Councillor Richard Lewis – Executive Member
- Councillor Jonathon Pryor – Executive Member
- Sue Wynne - Chief Officer, Employment and Skills
- Eve Roodhouse – Chief Officer, Economic Development

The Board received a presentation on the Inclusive Growth Strategy. Key issues highlighted included the following:

- The Inclusive Growth Strategy was the first one in the country.
- Leeds had the highest employment growth of any UK city this year and the highest economic growth amongst the core cities.
- There were significant issues which included 150 thousand people living the most deprived areas and 80 thousand jobs that were below the living wage.
- The Twelve Big Ideas – focussed on People, Place and Productivity.
- Priority Sectors in Leeds
- What will happen next – the need to map what is in place and assess what needs to be done to bridge any gaps. Community Committees will be briefed with an update in Autumn 2018.

In response to Members comments and questions, the following was discussed:

- With regard to the number of people living in the most deprived areas it was reported that this was around the middle of the table in comparison with other core cities. Although there was growth in the economy there had been growth in inequalities and there has been a growth in poverty. The Council is trying to support those in the most economically and socially deprived areas to address the imbalance.
- Approximately 76k households in Leeds claiming benefits and 70% of those are claiming work related benefits therefore in employment but in 'work poverty'.
- The More Jobs, Better Jobs Breakthrough Project had included work to support employers with regards to paying the living wage. The majority of businesses in Leeds were small and medium enterprises which presented different challenges in how employers could achieve living wage rates for employees.
- Reference to the work with Joseph Rowntree Foundation, Inclusive Anchors and the Living Wage Foundation.
- Clarity regarding the definition of 'better jobs' and the reduction of inequalities for those in low paid jobs. The Board were advised that there are many issues that are a reflection of national policy and cannot be addressed locally. There would be a need to consider this further to identify what are local issues that potentially could be addressed.
- Encouragement of new jobs in the City and bringing in employers with more opportunities. HS2 was cited as an example.
- Boosting training and apprenticeship opportunities to ensure local people are prepared for better employment opportunities.
- The Board highlighted their interest in establishing how the impact of the work through the various strands of the strategy, and particularly in regard to better jobs, tackling low pay and reducing in work poverty, would be experienced by residents, their families and their communities, adding that the inquiry should aim to establish how the strategy will address sustainability by ensuring Leeds citizens are

supported in securing jobs, in order to ease pressures on communities and existing social and environmental infrastructure.

- Work with the West Yorkshire Combined Authority to support businesses exporting goods and building international relations.

In summary to the discussion it was stressed that there needed to be a focus on how the Inclusive Growth Strategy could close the gap in inequalities caused by poverty and how in future that Leeds citizens could benefit from employment opportunities in the city.

RESOLVED –

- (1) That the information contained within the report and the appended Leeds Inclusive Growth Strategy be noted.
- (2) That the information presented at the meeting be noted.
- (3) That the scope of the review/inquiry having regard to advice provided in paragraphs 2.2 to 2.5 be agreed.
- (4) That terms of reference be drafted by the Principal Scrutiny Advisor and brought to the next Board meeting for consideration and agreement.

16 Directors Response - Scrutiny Inquiry into Information, Advice and Guidance provision in Leeds (March 2018)

The report of the Directors of City Development and Children and Family Services set out the responses to the recommendations of the Scrutiny Board (Inclusive Growth, Culture and Sport) inquiry into the Information, Advice and Guidance provision in Leeds, published in March 2018.

A copy of the Scrutiny Report – Information, Advice and Guidance Provision in Leeds was appended to the Agenda.

The following were in attendance for this item:

- Councillor Jonathon Pryor – Executive Member
- Sue Wynne - Chief Officer, Employment and Skills

Members' attention was brought to the recommendations which were outlined in the report. Issues highlighted included the following:

- Work with the Universities and Leeds City School to provide support to schools.
- Employer engagement in schools.
- Development of an Information, Advice and Guidance charter.
- Engagement of young people in the development of the Information, Advice and Guidance Charter.
- Lobbying of the government for improvements to the Careers Information, Advice and Guidance on a national basis.
- Mapping practices in primary schools and promoting good practice.

In response to Members comments and questions, the following was discussed:

- Getting work experience for young people. It was recognised at Government level that experience matters and there was a need to build work experience into the curriculum. There was a large number of employers in the city offering work experience. There was also a need to find opportunities for the most vulnerable young people and young people with SEND.
- The importance of preparing children and young people with work skills through the curriculum in schools and the support that can be obtained from Information, Advice and Guidance provision. The desire for this to be form part of the Ofsted framework.
- The value of apprenticeship fairs.
- How to connect businesses and schools. Reference was made to work that had been done from within the Council with local employers.

RESOLVED – That the responses to the inquiry recommendations be approved.

17 Financial Health Monitoring - Budget Update

The report of the Head of Governance and Scrutiny Support and the appended budget report provided the Board with financial health information for areas aligned with the Board's terms of reference.

John Bywater, Head of Finance, City Development was in attendance for this item.

It was reported the City Development Department had a minor overspend in the 2017/18 financial year. This was affected by winter maintenance and the commercial asset portfolio. There had been additional windfall income due to the sports vat exemption and income from planning and building fees. The overall overspend was approximately £350,000 which was unusual but manageable.

In response to Members comments and questions, the following was discussed:

- There was no anticipated windfall for the 2018/19 financial year.
- Revenue from advertising – there was an external company carrying out a study which would consider optimising income.
- The balance of the sport vat exemption was used for the Council's reserves.

RESOLVED – That the financial report for 2018/19 and the outturn summary for the financial year 2017/18 be noted.

18 Work Schedule

Draft minutes to be approved at the meeting
to be held on Wednesday, 5th September, 2018

The report of the Head of Governance and Scrutiny Support asked Members to consider the Board's work schedule for the remainder of the current municipal year.

A copy of the Board's current works schedule was appended to the report along with recent Executive Board minutes and a request for Scrutiny from Councillor Dawn Collins into the review of Pedestrian Crossings.

It was agreed that the request to look at the Review of Pedestrian Crossings could be factored into proposed discussions regarding road safety and KSI information.

RESOLVED –

- a) That the Work Schedule (as presented at Appendix 1) be agreed as the basis for the Board's work for the remainder of 2018/19.
- b) That additional Scrutiny Board Meetings be scheduled for December and early April 2019.

19 Date and Time of Next Meeting

Wednesday, 5 September 2018 at 10.30 a.m. (pre-meeting for all Board Members at 10.00 a.m.)



Report author: Sandra Pentelow
Tel: 0113 37 88655

Report of the Head of Governance and Scrutiny Support

Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Date: 5 September 2018

Subject: Draft Terms of Reference – Inquiry into the implementation of Leeds Inclusive Growth Strategy

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. Summary of Main Issues

Leeds City Council has an ambition to be the best city in the UK: one that is compassionate and caring with a strong economy, which tackles poverty and reduces inequalities. It wants Leeds to be a city that is fair and sustainable, ambitious, creative and fun for all with a council that its residents can be proud of: the best council in the country. The Best Council Plan 2018/19 – 2020/21 states that not everyone in Leeds is benefiting fully from the City’s economic success. The Plan highlights that overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. The Leeds Inclusive Growth Strategy sets out ‘how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy, ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.’

On the 20 of June 2018, the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) considered their work programme for the 2018/19 municipal year. At this meeting the Board discussed how Scrutiny could influence and shape the implementation of the Leeds Inclusive Growth Strategy. The Board focused on changes in the labour market and how the strategy could support interventions to address skills, pay and progression to benefit those resident in our most deprived areas. The Board resolved to consider the scope of further scrutiny work at the meeting on the 25 of July 2018 in order to inform terms of reference for a scrutiny inquiry.

On the 25 of July the Board considered the Leeds Inclusive Growth Strategy 2018 – 2023, which was agreed by Executive Board on the 27th of June 2018. The Board was advised that the Strategy provides a framework for growth delivery that is inclusive and benefits all citizens and communities. It sets out 12 big ideas grouped under the themes of People, Place and Productivity.

Following consideration of the information presented, the Board debated the divide between those who would benefit from growth and those who do not, and acknowledged some Leeds residents are currently excluded from the benefit arising from economic growth. The Board highlighted their interest in establishing how the approach, through the various big ideas in the strategy, would directly impact the people of Leeds. It focused further on the significance of big idea 4, 'Working together to create better jobs, tackling low pay and boosting productivity' and expressed an interest in identifying the activity to be undertaken to create better jobs, tackle low pay and reduce in-work poverty, and asked how this would create a tangible beneficial impact for Leeds residents and Leeds communities.

The Board, acknowledging that areas of work already reflected in the Scrutiny work programme have the potential to make a significant contribution to achieving Inclusive Growth objectives across the People, Places and Productivity themes, resolved that all work programme items would be required to respond to this.

The Board resolved that their inquiry for 2018/19 would consider the Inclusive Growth Strategy implementation framework and the methodology for its delivery. The Board will focus on the planned work under the People theme - Big Idea 4 to reduce poverty and disadvantage by addressing low pay and in-work poverty through the creation of better jobs with progression opportunities and in particular how residents of our most disadvantaged communities are supported to access these.

The Board may also consider relevant aspects of Big Idea 5 - Supporting Places and Communities to respond to economic change, as the Board was keen to explore how communities can be supported through better use of local assets to encourage local enterprise, and the connection of local residents to opportunities in nearby employment centres.

The attached Draft Terms of Reference relating to the Board's forthcoming inquiry into Implementing the Leeds Inclusive Growth Strategy is tabled at today's meeting for the Board to consider and agree.

2. Recommendation

The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is recommended to:

- a) note the information contained within this report, and the appended draft terms of reference and make further recommendation to update the terms of reference where necessary.
- b) agree the terms of reference for the inquiry.

- c) note that the terms of reference may incorporate additional information during the inquiry should the Scrutiny Board identify any further scope for inquiry or request further witness or evidence.

3 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.

Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Inquiry into the implementation of Leeds Inclusive Growth Strategy

Terms of Reference

1. Introduction
 - 1.1 Leeds City Council has an ambition to be the best city in the UK: one that is compassionate and caring with a strong economy, which tackles poverty and reduces inequalities. It wants Leeds to be a city that is fair and sustainable, ambitious, creative and fun for all with a council that its residents can be proud of: the best council in the country. The Best Council Plan 2018/19 – 2020/21 states that not everyone in Leeds is benefiting fully from the City's economic success. The Plan highlights that overall the prospects for economic growth in Leeds remain robust, supported by the city's skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. The Leeds Inclusive Growth Strategy sets out 'how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy, ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.'
 - 1.2 On the 20 of June 2018, the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) considered their work programme for the 2018/19 municipal year. At this meeting the Board discussed how Scrutiny could influence and shape the implementation of the Leeds Inclusive Growth Strategy. The Board focused on changes in the labour market and how the strategy could support interventions to address skills, pay and progression to benefit those resident in our most deprived areas. The Board resolved to consider the scope of further scrutiny work at the meeting on the 25 of July 2018 in order to inform terms of reference for a scrutiny inquiry.
 - 1.3 On the 25 of July the Board considered the Leeds Inclusive Growth Strategy 2018 – 2023, which was agreed by Executive Board on the 27th of June 2018. The Board was advised that the Strategy provides a framework for growth delivery that is inclusive and benefits all citizens and communities. It sets out 12 big ideas grouped under the themes of People, Place and Productivity.
 - 1.4 Following consideration of the information presented, the Board debated the divide between those who would benefit from growth and those who do not, and acknowledged some Leeds residents are currently excluded from the benefit arising from economic growth. The Board highlighted their interest in establishing how the approach, through the various big ideas in the strategy, would directly impact the people of Leeds. It focused further on the significance of big idea 4, 'Working together to create better jobs, tackling low pay and boosting productivity' and expressed an interest in identifying the activity to be undertaken to create better jobs, tackle low pay and reduce in-work poverty, and asked how this would create a tangible beneficial impact for Leeds residents and Leeds communities.
 - 1.5 The Board, acknowledging that areas of work already reflected in the Scrutiny work programme have the potential to make a significant contribution to achieving

Inclusive Growth objectives across the People, Places and Productivity themes, resolved that all work programme items would be required to respond to this.

- 1.6 The Board resolved that their inquiry for 2018/19 would consider the Inclusive Growth Strategy implementation framework and the methodology for its delivery. The Board will focus on the planned work under the People theme - Big Idea 4 to reduce poverty and disadvantage by addressing low pay and in-work poverty through the creation of better jobs with progression opportunities and in particular how residents of our most disadvantaged communities are supported to access these.
- 1.7 The Board may also consider relevant aspects of Big Idea 5 - Supporting Places and Communities to respond to economic change, as the Board was keen to explore how communities can be supported through better use of local assets to encourage local enterprise, and the connection of local residents to opportunities in nearby employment centres.

2. Scope of the Inquiry

- 2.1 The purpose of the inquiry is to make an assessment of and, where appropriate, make recommendations on the following areas:

Area 1

Progress being made in the overall mapping, assessment and planning of the framework to deliver the strategic priorities in the Inclusive Growth Strategy. The Board will provide support and challenge to help:

- shape the prioritisation of work streams,
- shape reporting mechanisms,
- maintain momentum, promote cross council and external support, and to reduce barriers where possible.

Area 2

Focus on 'Working together to create better jobs, tackling low pay and boosting productivity'. This will include looking at the Anchors Programme and other initiatives to evaluate the council's progress in supporting this big idea and the contribution being made by partner organisations and how this can be built on to address disadvantage and inequalities in our poorest neighbourhoods.

Area 3

Ensuring cross-council focus on the Inclusive Growth Strategy. There are a number of work areas in the Scrutiny work programme which already supports some of the big ideas. The Board will request that those areas will be expanded when they are considered by Scrutiny in the context of the Inclusive Growth Strategy.

These are (as outlined in appendix 2²):

- Transport – 5th September and 12th December 2018
- Digital Inclusion – early 2019
- Housing Mix – early 2019

² The work schedule is not a fixed and rigid schedule, it can be adapted and changed to reflect any new and emerging issues throughout the year; and so may change to reflect any issues arising during the year.

- Sustainable Development – July 2018 and early 2019
- Flood Risk Management – 31st October 2018

2.2 The Board recognises that a number of key partners and stakeholders are involved in the delivery of the Inclusive Growth Strategy and will explore the strength of partnership and level of commitment throughout the inquiry.

3. Desired Outcomes and Measures of Success

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

3.2 The key outcomes sought from the inquiry are:

- Reassurance that the aspirations and principles defined the Inclusive Growth Strategy are being implemented and demonstrated in service delivery and where there is an identified deficit, that a framework is established to rectify this.
- Reassurance that the strategy will establish tangible beneficial outcomes for Leeds residents and Leeds communities.
- Establishing that inequality is being proactively tackled through targeted employment and skills support to residents and enabling and supporting activity by employers to address the social and economic challenges of low pay and in work poverty.
- Confidence that all people and communities can contribute towards and benefit from economic prosperity, and reassurance that Leeds residents from disadvantaged priority neighbourhoods are supported to access employment or better jobs.
- Establishing if there is anything further that can be done at a local level to remove the barriers that prevent residents from benefitting from economic growth
Establishing if there is further beneficial advice and guidance from external agencies and networks such as those that participated in the 'More Jobs, Better Jobs' Partnership Research Programme.

4. Comments of the relevant Director and Executive Member

4.1 In line with Scrutiny Board Procedure Rule 12.1 where a Scrutiny Board undertakes an Inquiry the Scrutiny Board shall consult with any relevant Director and Executive Member on the terms of reference.

4.2 Additional guidance has been sought from the Chief Officers Economic Development and Employment and Skills in order to develop the initial areas of focus for the inquiry.

5. Timetable for the inquiry

5.1 It is anticipated that the inquiry will take place over a number of sessions from September 2018 to conclude in February 2019. It is expected that the inquiry report will be agreed by the Scrutiny Board in April 2019. The length of the inquiry and range of evidence to be collected is however subject to change by agreement of the

Board. Any changes may have an impact on the date that the inquiry report is completed and agreed by the Scrutiny Board.

6.0 Submission of Evidence

6.1 Session one – 5 September 2018

To consider evidence in relation to the following:

Area 1 – Inclusive Growth Strategy, update on mapping and framework
Relevance of Anchor Institutions and anchor programme

Area 2 – Background and context. The aligned calls to actions in the Leeds Talent and Skills Plan focusing on addressing low pay and in-work poverty and connecting residents of our most disadvantaged communities to opportunities. .

6.2 Session two – 31 October 2018

To consider evidence in relation to the following:

Area 2 – An external perspective and evaluative views on the progress towards to developing the approach to Inclusive Growth in Leeds covering the ‘More Jobs, Better Jobs’ Partnership Research Programme, the work with Core Cities, through to the current strategy in the context of local and national policy and any additional actions at a local level to remove the barriers that prevent residents from experiencing the benefit of economic growth.

The Anchors Programme as a mechanisms for large organisations in Leeds to demonstrate their commitment to and take practical steps to contribute to the achievement of the Leeds Inclusive Growth objectives to support growth that benefits all. This will focus on Leeds Teaching Hospital NHS Trust and how it will seek to use the Anchor Progression framework to deliver change.

(Mike Hawking Policy and Research Manager (Cities and Inclusive Growth) at Joseph Rowntree Foundation, and James Goodyear, Associate Director of Policy & Partnerships at Leeds Teaching Hospitals NHS Trust)

6.3 Session three – November 2018 – Working Group, date to be determined

To consider evidence in relation to the following:

Area 1 - Update on the Inclusive Growth Strategy Implementation Framework

Area 2 – Connecting our disadvantaged communities to opportunity through access to employment and skills – Employment and Skills, Active Leeds and Housing Services.

The extent to which targeted communities and Priority Neighbourhoods are currently benefitting from support and what more can be done in the most economically and socially deprived areas to address the imbalance.

6.4 Scrutiny Board – 12th December 2018

Working Group Outcomes to be reported to Scrutiny Board

6.5 Scrutiny Board - 9th January 2019

Performance report due for consideration - to include focus on the delivery of the strategic priorities in the Inclusive Growth Strategy.

6.6 Session 4 - January 2019 – Working Group, date to be determined

- Area 1&2 Wrap up
- Determine outline recommendations for Area 1&2.

6.7 Scrutiny Board – 20th February 2019

- Area 3 – Digital Inclusion, Housing Mix and Sustainable Development
- Working Group Outcomes to be reported to Scrutiny Board
- Determine outline recommendations for Area 3

6.8 Inquiry Report – 10th April 2019

To consider the Scrutiny Board's Draft report for formal approval.

7. Witnesses

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

- Leeds City Council Officers,
 - City Development – Economic Development, Employment and Skills, Active Leeds.
 - Strategy and Resources – Housing Services
 - Citizens and Communities – Area Support
 - Childrens Services.
- Elected Members
- Leeds Residents and Representative Organisations
- External Partners and Stakeholders
 - Joseph Rowntree Foundation
 - Anchor Institutions – Leeds Teaching Hospitals NHS Trust,
 - Chamber of Commerce
 - Department for Work and Pensions

8.0 Consultation and Engagement

The board may undertake consultation should it be deemed appropriate in order to conduct the inquiry or gather necessary evidence.

9.0 Equality and Diversity / Cohesion and Integration.

9.1 Equality Improvement Priorities have been developed to ensure our legal duties are met under the Equality Act. The priorities will help the council to achieve its ambition

to be the best City in the UK and ensure that as a city work takes place to reduce disadvantage, discrimination and inequalities of opportunity.

- 9.2 Equality and diversity will be a consideration throughout the Scrutiny Inquiry and due regard will be given to equality through the use of evidence, written and verbal, outcomes from consultation and engagement activities.
- 9.2 The Scrutiny Board may engage and involve interested groups and individuals (both internal and external to the council) to inform recommendations.
- 9.4 Where an impact has been identified this will be reflected in the final inquiry report, post inquiry. Where a Scrutiny Board recommendation is agreed the individual, organisation or group responsible for implementation or delivery should give due regard to equality and diversity, conducting impact assessments where it is deemed appropriate.

10 Council Policies and City Priorities

This inquiry will support objectives as defined in The Vision for Leeds 2011 – 2030 and the Best Council Plan 2018/19 – 2020/21. The inquiry has been specifically structured to directly support a number of the Big Ideas which focus on People, Place and Productivity as stated in the Leeds Inclusive Growth Strategy 2018 – 2023.

11 Post inquiry report monitoring

- 11.1 Following the inquiry the Scrutiny Board will publish its report which will identify clear desired outcomes. These will be reflected in the recommendations made. The implementation of the agreed recommendations will be monitored.
- 11.2 The Director or organisation to whom the recommendations have been made will be responsible for monitoring the impact of each recommendation and for advising the Scrutiny Board accordingly as the board reviews progress.

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

Appendix 2

June	July	August
Meeting Agenda for 20 June at 1.30 pm.	Meeting Agenda for 25 July at 10.00 am.	No Scrutiny Board meeting scheduled.
Consider potential areas of review (including agreed budget 2018/19) Performance Report (PM) Core Strategy Select Review (PSR) (Big Idea – 5 & 8)	Directors Response – Sustainable Development Inquiry (Big Idea 5 & 8) Directors Response – Information Advice and Guidance Provision in Leeds (Big Idea 3) Inquiry - Scoping discussion Budget – out-turn report and financial health monitoring month 2	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY**
 Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

September	October	November
Meeting Agenda for 5 September at 10.30 am	Meeting Agenda for 31 October at 10.30 am	No Scrutiny Board meeting scheduled.
Terms of Reference 1 st Review/Inquiry Session – Evidence Gathering Leeds Transport Strategy including Progress on the Leeds Public Transport Investment Programme (Big Idea 6,7 & 8)	2 nd Review/Inquiry Session - Evidence Gathering Local Flood Risk Management Strategy – Annual Review (PM) (BPF – Exec Board Oct, Council Dec) (Big Idea 8)	
Working Group Meetings		
		Inquiry Session 3 Working Group – date to be determined
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

December	January	February
Meeting Agenda for 12 Dec at 10.30 am	Meeting Agenda for 9 Jan at 10.30 am	Meeting Agenda for 20 Feb at 10.30 am
Advancing Bus Service Provision Inquiry – comprehensive progress review (RT) (timing discussed with A Hall and D Pearson) (Big Idea 6,7 & 8) Working Group Outcomes – Session 3	Performance report (PM) Financial Health Monitoring (PSR) 2018/19 Initial Budget Proposals (PDS) Request for Scrutiny - Pedestrian Crossings (PSR)	Housing Mix Inquiry – Recommendation Tracking and Update (see minutes) (RT) (Big Idea 5 & 8) Sustainable Development Inquiry (RT and update on specific recommendations) (Big Idea 5 & 8) Digital Inclusion – Recommendation Tracking (RT) (Big Idea 9) Working Group Outcomes – Session 4
Working Group Meetings		
	Inquiry Session 4 Working Group – date to be determined, including	
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

March	April	May
No Scrutiny Board meeting scheduled.	Meeting Agenda for 10 April at 10.30 am	No Scrutiny Board meeting scheduled.
	Inquiry – Agree Final Report (s)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Note - Road Safety – to be undertaken by Scrutiny Board – Environment Housing and Communities (members of SB IIIG to be invited to participate)

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Report of the Head of Governance and Scrutiny Support

Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Date: 5 September 2018

Subject: Session 1 - Inquiry into the implementation of Leeds Inclusive Growth Strategy

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. Summary of Main Issues

- 1.1 Leeds City Council has an ambition to be the best city in the UK: one that is compassionate and caring with a strong economy, which tackles poverty and reduces inequalities. It wants Leeds to be a city that is fair and sustainable, ambitious, creative and fun for all with a council that its residents can be proud of: the best council in the country. The Best Council Plan 2018/19 – 2020/21 states that not everyone in Leeds is benefiting fully from the City’s economic success. The Plan highlights that overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. The Leeds Inclusive Growth Strategy sets out ‘how Leeds City Council, the private sector, universities, colleges and schools, and social enterprises in the city will work together to grow the Leeds economy, ensuring that everyone in the city contributes to, and benefits from, growth to their full potential.’
- 1.2 On the 25 of July the Board considered the Leeds Inclusive Growth Strategy 2018 – 2023, which was agreed by Executive Board on the 27th of June 2018. The Board was advised that the Strategy provides a framework for growth delivery that is inclusive and benefits all citizens and communities. It sets out a series of ideas and actions for growth, as well as broad themes of the Leeds economy and targeted sectors around the three themes of People, Place and Productivity. The Board resolved resolved that their inquiry for 2018/19 would focus on the Inclusive Growth Strategy framework and the methodology for its delivery. In addition the Board resolved to concentrate on the supporting employment related aspects of the strategy that correlate to the creation of more and better jobs and supporting Leeds

residents into those to reduce poverty, particularly in work poverty, to lessen disadvantage and inequality in Leeds communities. This report follows consideration and agreement of the terms of reference for this inquiry.

- 1.3 This report provides information to support the first session of the inquiry as follows:

Area 1

A presentation which provides an update relating to the mapping and framework position for the Inclusive Growth Strategy.

Area 2

Providing background and context:

- a) The aligned calls to actions in the Leeds Talent and Skills Plan focusing on addressing low pay and in-work poverty and connecting residents of our most disadvantaged communities to opportunities.
- b) The relevance of Anchor Institutions.

- 1.4 Representatives have been invited to the meeting to present information, support debate and provide clarity.

2. Recommendation

The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is recommended to:

- i. note the information contained within this report and provided at the meeting and make recommendations as deemed appropriate.

3 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.

NEW SKILLS FOR THE NEW ECONOMY

THE LEEDS TALENT AND SKILLS PLAN 2018-2023

CONTENT

1. CONTEXT	09
2. COLLECTIVE CALLS TO ACTION	21
3. SECTORS AND INTERVENTIONS	37
4. NEXT STEPS	53



FOREWORD BY THE LEADER OF THE COUNCIL

The Leeds Talent and Skills Plan underlines our firm commitment to inclusive growth, enabling everyone to benefit from the growing strength of our economy, through the development of the skills and talent our businesses and our city need.

Skills and talent are fundamental to our continuing economic success. Increasingly it is skills, not just qualifications, that employers look for first – whether they be in the private sector, where Leeds is home to global as well as local businesses, many of them small and medium sized enterprises, or in our significant public sector bodies across health, government, and education.

The City's continuing economic growth creates both opportunities and challenges. The pace of growth is outstripping the supply of skilled labour in some key sectors and businesses invest where they can recruit the workforce they need. Brexit is already impacting the supply of skilled workers from abroad and we need to seize the opportunity now to invest in and grow the City's talent pool.

We recognise that we need to do more as a city to improve the skills of our people, creating a better match between what employers are looking for and the system provides. That includes making better links between industry and education, helping to bridge the gap between learning and the application of learning, and enabling everyone to better understand how the skills needs of the city are changing as our economy changes.

This plan sets out how as a city we can collectively improve the supply of skills that our residents need to play a full and more productive part in the labour market, and that our

businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It draws on much existing good practice both within the council and the city, including our More Jobs, Better Jobs Breakthrough Project, but also in the wider city region and nationally, where we have led the way in calling for growth to be more inclusive and equitable.

As well as putting forward interventions in support of specific sectors, the plan sets out a series of actions for growth in the form of six challenges. Those challenges are, I believe, shared by stakeholders across the city – and I welcome their support in making our case to Government for real change in the education and skills system. We have already done a great deal to be proud of as a city, and are committed to doing more. In some cases that will require new and meaningful commitments from Government to help us build a truly inclusive economy, recognising that we as a city know our needs best.

The Plan has been shaped by discussion with key partners in the city across education and skills, including employers, our universities and further education colleges, and many others. Residents have also had the opportunity to inform the Plan and understand our commitment to enabling them to play a full and more productive part in the labour market. We are grateful for the many comments we have received and the pledges of action from partners.

The Plan will take its place alongside our Leeds Inclusive Growth Strategy as a key tool in delivering inclusive growth in the city, and I am delighted to endorse its ambitions and actions.



Councillor Judith Blake,
Leader, Leeds City Council



INTRODUCTION

This Plan provides a framework for improving the supply of skills that our residents need to play a full and more productive part in the labour market (whether through direct employment or self-employment), and that our businesses need to thrive, helping to create a more inclusive economy in a compassionate city. It sets out a series of actions for growth in the form of six challenges, as well as putting forward interventions in support of specific sectors.

There is a need to raise our collective game on skills to ensure everyone in the city contributes to and benefits from the economy to their full potential. There is a need to do more to tackle poverty, which is driven not just

by worklessness but by low pay and low productivity, and the Plan recognises the importance that low wage sectors have in our economy. Some sectors may not experience high levels of growth but they still provide jobs and incomes, and many have high job replacement requirements and support essential public services such as social care.

Building a Plan centred on inclusive growth means providing everyday jobs in everyday places. The people of Leeds will be at the heart of the Plan, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever changing labour market.



1. CONTEXT



Leeds is an economically buoyant and thriving city, the key driver of the Leeds City Region, and a primary driver of the Northern Powerhouse.

THE STARTING POINT OF OUR JOURNEY

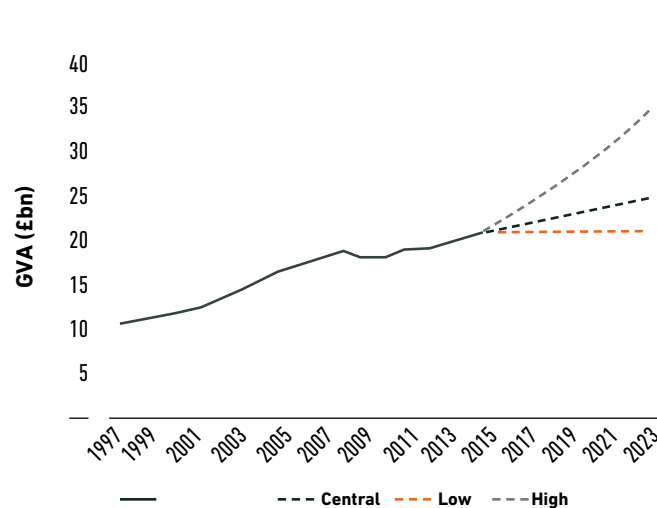
Leeds is an economically buoyant and thriving city, the primary economic driver of the Leeds City Region, and a key driver of the Northern Powerhouse economy.

The city's economy is performing well, with 8% growth since the end of June 2014 giving it a higher growth rate than London's since the launch of the Northern Powerhouse programme, and outperforming the capital and Manchester in terms of job creation rates (9.5%). The city is experiencing the fastest private sector jobs growth of any UK city. Leeds has one of the highest rates

of business start-ups and scale-ups amongst UK cities. We are a smart city: with a high proportion of knowledge intensive jobs; the University of Leeds spins out more AIM listed companies than any other UK university, and the city experiences a "brain gain" with more undergraduates and graduates moving into the city than leaving. Leeds is a top five UK retail and tourism destination.

And the future also looks healthy: Leeds' economy is set to grow by 12.8 per cent in the next 10 years.

GVA In Leeds (2009 To 2015 Actual; 2016 To 2023 forecast)



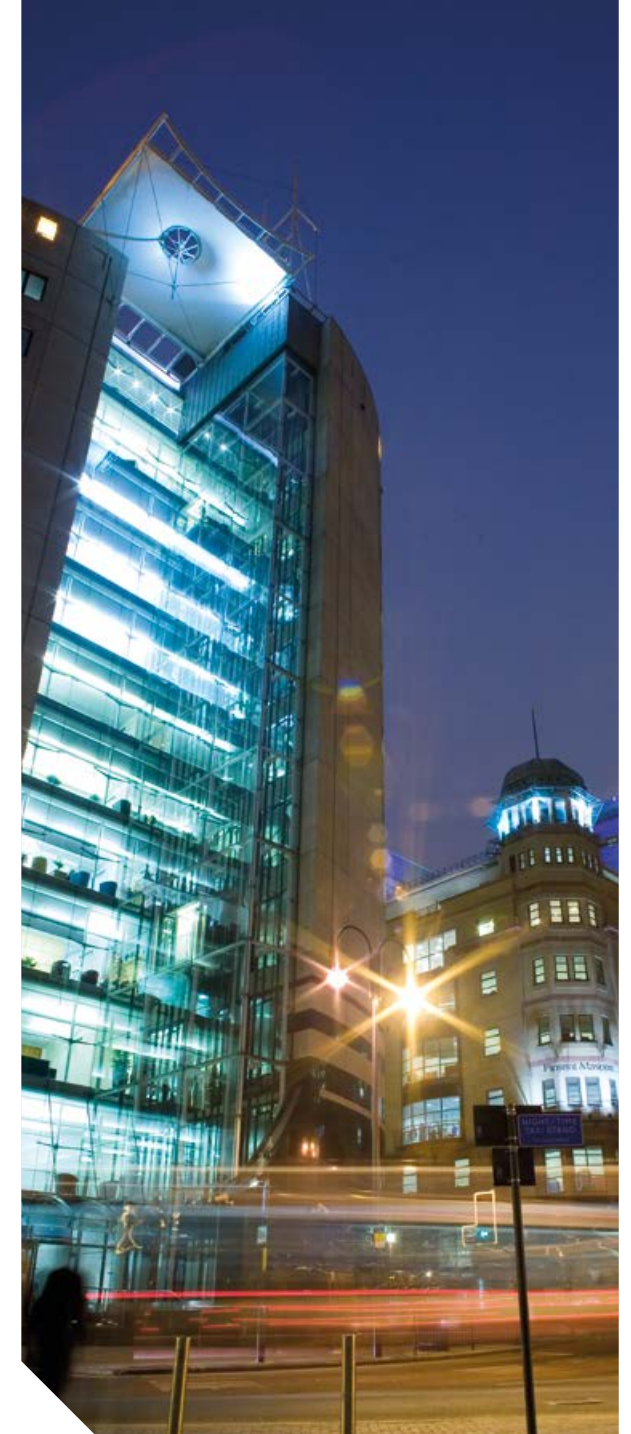
- High scenario**

Positive growth of 6.4% per annum results in £11 bn in additional GVA between 2017 and 2023.
- Central scenario**

GVA growth continues at trend rate of 2.0% per annum. This results in £3bn additional GVA over the plan period.
- Low scenario**

GVA stagnates and so there is no change from the 2015 level of GVA.

Source: Regional GVA, ONS (2016); Volterra forecast



While growth is positive, it is also a challenge. In some sectors, the pace of growth is outstripping the supply of skilled labour, leaving us dependent on in-migration or at risk of companies relocating elsewhere to be closer to supply. That risk is likely to be exacerbated by the process of leaving the European Union in 2019.

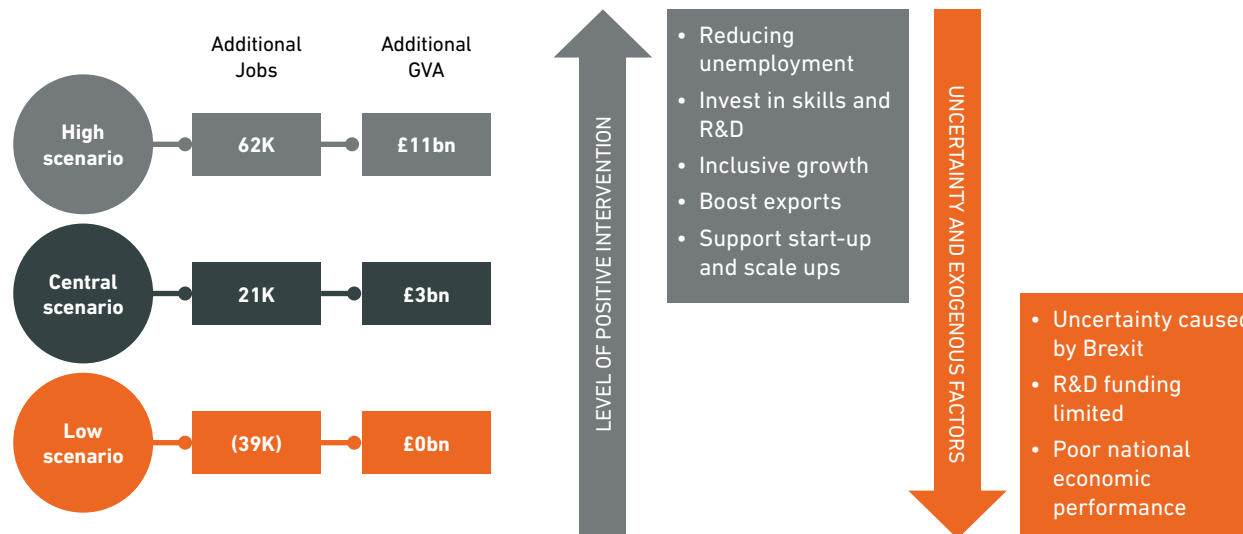
The other risk is that growth is not inclusive. The Council’s ambition is to see a strong economy in a city that is compassionate, and where all our residents can benefit from inclusive growth. We do not wish to just see jobs, but good jobs. Jobs that enable progression, that avoid the social and economic challenges of low pay, and in-work poverty.

We are not going to say that this is easy. Employers are already under strain from a range of policy interventions and legislative commitments that we touch on shortly. To have a labour market that is more inclusive and economically productive, we need more of our residents to be equipped with the skills that employers need. That means our education providers: our schools, colleges, universities, and training providers, need to do more to ensure the supply of labour is adequate and appropriately skilled.

This is not just a social ask: there are clear and sound economic and fiscal benefits too. The more residents we can move into economic activity, and good jobs, the less we will spend on employment welfare and other benefits.

The more income residents will have to spend locally. The lower the demands will be on our health and social care services, including mental health support. The benefits of a household with people in work, good work, and no longer in poverty, and the positive impact this has on children and other dependents, their school attendance and attainment, and their own ambitions for a working life, are profound and far-reaching.

Growth forecasts – 2017 to 2023



Through the Council’s partnership with the Joseph Rowntree Foundation (JRF) and Leeds City Region Enterprise Partnership (LCREP), the “More Jobs, Better Jobs” research programme was established in February 2013 to provide a 4 year programme of practice focused research to identify what can be done, by whom, at city and city-region level to create more and better jobs that help lift people and places out of poverty. The Council has been implementing some of the findings from this research through our More Jobs, Better Jobs Breakthrough Project, accelerating new ways of working and delivery through partnerships between Council services and partners.

AS WITH THE CITY'S DIGITAL SKILLS ACTION PLAN, THE PLAN SEEKS TO INFORM AND SHAPE THE MARKET SO THAT PROVIDERS CAN BRING FORWARD SOLUTIONS – NOT OFFER A PRESCRIBED APPROACH. THAT SAID, THREE PRINCIPLES UNDERPIN IT AND THE ACTIONS WE HOPE WILL BE TAKEN AS A RESULT OF IT:

1

GOOD GROWTH IS INCLUSIVE, EQUITABLE AND SUSTAINABLE

It is not detached from local people, and should not happen around people, rather it should directly enhance their opportunities and maximise the potential for them to benefit from a strong economy. This Plan seeks to enable all of our residents to contribute to inclusive economic growth, countering disadvantage and inequity

2

ALIGN AND COMPLEMENT

The interventions that are proposed here and brought forward should be aligned to and complement existing provision where that is appropriate. Activity should not duplicate existing work, although challenge should be welcomed.

3

THE LIVING PLAN

The Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle. While we hope all actions will be achieved, circumstances and events will give rise to more needs which the living Plan should accommodate and address

THE NATIONAL CONTEXT

The education and skills landscape at the local level is profoundly affected by decisions made by the Government and a range of executive agencies including the Education and Skills Funding Agency, the Institute for Apprenticeships, and others. While devolution is an important part of our plan, and we set out a number of interventions in this document that make asks of Government for powers, freedoms and flexibilities, national policy will continue to have a huge impact on what we can achieve here in the city, and how we achieve it.

It is worth, then, setting out very briefly some of the policy and economic context in which the Plan is set. This does not seek to be exhaustive or comprehensive as the context is so broad, but highlights issues which we think are key.

From the perspective of employers, education providers, and learners, the last two years have seen what could reasonably be called a revolution in education and skills policy and funding including:

- Mandatory pension provision and auto-enrolment
- The national minimum wage and the national living wage
- The change from apprenticeship frameworks to standards, apprenticeship funding reforms, and the Apprenticeship Levy

The Government has recently set out a strong focus on technical and vocational skills through the Post-16 Skills Plan and the announcement of the development of T-levels, with 15 proposed study routes including construction, digital, engineering and manufacturing, health and science, and social care. While the introduction of such qualifications and a focus on technical education

is welcome, this is long overdue, and the impact on the labour market of these developments will be subject to a lag, even if the traditional perception of vocational qualifications as being 'second choice' can be overcome.

At the time of writing, the impact of Brexit on the labour market in the short, medium and long term is unclear. This Plan does not seek to forecast what that impact will be, or even to speculate, other than to state that is likely to be very significant in a number of ways. The Plan, and the interventions contained in it, seek to build flexibility into the local labour market, but at some point in the not too distant future it may be necessary to revisit this thinking when clarity around the impact of Brexit is better understood.

The changing face of the labour market is something we need to recognise. The rise of the gig economy, zero hours contracts, and an increase in insecurity of work, is likely to continue. This seems to be the trade off for increasing volumes of work.

Increasing automation of tasks, increasingly including those in service industries, is a challenge that is already on us. The development of artificial intelligence and its application to the world of work might lead to the loss of around 47% of jobs. It is difficult to predict with certainty what these changes will bring, whether they be new jobs, new skills, new sectors of growth. Critically, we need to ensure that our local skills system is responsive to change – educators developing new provision informed by employer intelligence, and learners both in the workplace and outside it being supported to acquire the new skills required to adapt to what we know will be significant change.



THE LOCAL CONTEXT

Leeds is an economically buoyant city, experiencing the fastest private sector jobs growth of any UK city. It has the largest city concentration of financial and professional services and digital jobs in the UK outside London. It is a major hub for health innovation, data analytics, innovative manufacturing, and knowledge intensive jobs. The city also has the second highest productivity levels (GVA per hour) of the core cities. Wages are up with average earnings increasing 6% over 2014 - 2015.

Leeds is a great place to start-up and scale up businesses, and to commercialise innovation. The city has the highest number of fast growing firms in the UK outside London and Cambridge. In recent years the University of Leeds has created more than 100 spin out companies, the second highest number of any UK university.

While Leeds is home to many large companies, many of the city's businesses, 96% in all, are micro to small sized enterprises. Small businesses are essential to achieving inclusive growth. They create local jobs, grow and keep wealth within a local economy and provide vital community services. Small businesses are key to the aim of achieving a more representative workforce, as they are often the ones providing employment opportunities in more deprived communities. It is not unusual for small businesses to give chances to people that other employers have overlooked. We value the diversity of our business base, and recognise that to be an inclusive economy that supports jobs for all we need to work effectively with our small businesses.

There is dynamism in the Leeds economy with new firms, digital products and processes, medical technologies, telecoms and data storage infrastructure, and creative products and services being created.

The city's leisure and retail offer has been transformed in recent years through the First Direct Arena, Trinity Leeds, and Victoria Gate. New office space has been created in the city centre, at Kirkstall Forge, Thorpe Park and White Rose, and major new industrial spaces developed in the Aire Valley Enterprise Zone, Thorpe Arch and West Leeds. While the arrival of High Speed 2 rail is over a decade away, the city region is already putting in place a strategy to ensure residents and businesses benefit from the transformational opportunity it offers, both in terms of the project and the wider economic and employment growth we are forecasting it will deliver. Residential development is increasing – over 3,300 new homes were developed in Leeds last year, the highest number across the Core Cities.

We have significant educational assets in the form of our higher and further education institutions, which offer a broad range of qualifications which are increasingly informed by employers, and encourage work placements so that students can develop their experience of the world of work. Many of our schools are rated as good or outstanding by OFSTED, and there are a range of partners working to improve connections between the business community and schools. Some of this activity is funded through large European Union programmes such as the Future Jobs programme.

Employment support is available to many residents, through statutory provision in Job Centres, to the Council's own network of Job Shops, which in 2016/17 helped over 6,500 people into work. Substantial programmes of support such as the STEP programme will support over 1,500 residents from hard to reach backgrounds into work by 2019. Our adult learning programme supported over 7,500 people to learn new skills in 2016/17, and we are seeking the full devolution of the adult education budget from central government to the city region to ensure provision is more closely matched to the needs of learners and the city.

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We have significant educational assets in the form of our higher and further education institutions, being home

to four universities, one of the largest colleges in the country in Leeds City College, and specialist provision through Leeds College of Building and Leeds College of Music, many of which have undertaken significant expansion programmes in recent years, supported by the Leeds City Region Skills Capital funding. Our education institutions offer a broad range of qualifications, including apprenticeships and degree apprenticeships, which are increasingly developed in partnership with employers, and encourage work placements so that students can develop their experience of the world of work while studying. Many of our schools are rated as good or outstanding by OFSTED, and there are a range of partners working to improve connections between the business community and schools.



HIGHER EDUCATION

62,745

+



FURTHER EDUCATION

33,500

=



TOTAL

96,245

Employment support is available to many residents, through statutory provision in Job Centres, to the Council's own network of Job Shops, which in 2016/17 helped over 6,500 people into work. Substantial programmes of support secured from European funding, such as the STEP programme, will support over 1,500 residents from hard to reach backgrounds into work by 2019. Our adult learning programme supported over 7,500 people to learn new skills in 2016/17, and we are seeking the full devolution of the adult education budget from central government to the city region to ensure provision is more closely matched to the needs of learners and the city.

While this Plan focuses on the city, we recognise and welcome our role as the key driver of the Leeds City Region. The Council works in close partnership with the Leeds City

Region Enterprise Partnership, and in recent years the West Yorkshire Combined Authority, to drive growth at the sub-regional level, and especially in making the case for increased devolution of powers and funding to drive our economic future. We share the city region's ambitions for growth, and support the Strategic Economic Plan and the Employment and Skills Plan – 'Skilled People, Better Jobs'. Many of our own ambitions for the city can only be achieved through working in partnership at the city region level, where key programmes such as the Skills Service, which has supported over 9,000 people to acquire new skills while in work, are delivered, and the Enterprise Advisor Programme, which has connected over 100 business leaders and over 130 schools since February 2016. The Talent and Skills Plan is strongly aligned to these city region ambitions and programmes of activity.



WHAT ARE THE CHALLENGES?

Not everyone is benefiting from or contributing to economic growth to their full potential. Over 160,000 people in Leeds live in neighbourhoods that are amongst the 10% most deprived neighbourhoods in England. Over 26,400 children were living in poverty in the city in 2015. Unemployment has been reducing, but is still too high in some parts of the city.

A fast changing economy has implications for the skills people need to access jobs, progress within their careers and be resilient to economic shocks. Low pay is a growing issue. Over 80,000 jobs (many of them part-time and insecure) pay less than the Living Wage of £8.45 an hour as recommended by the Living Wage Foundation.

Productivity (the economic output per worker / hour worked) in the Leeds economy has not risen significantly since the recession, and lags well below the national average, in common with our northern peers.

This is partly because firms held on to workers in the downturn, and people have taken lower paid jobs or become self-employed. But it also reflects insufficient investment in training, exports, research and development, premises and plant, and infrastructure. If we can raise productivity, we can increase the value and resilience of economic activity.

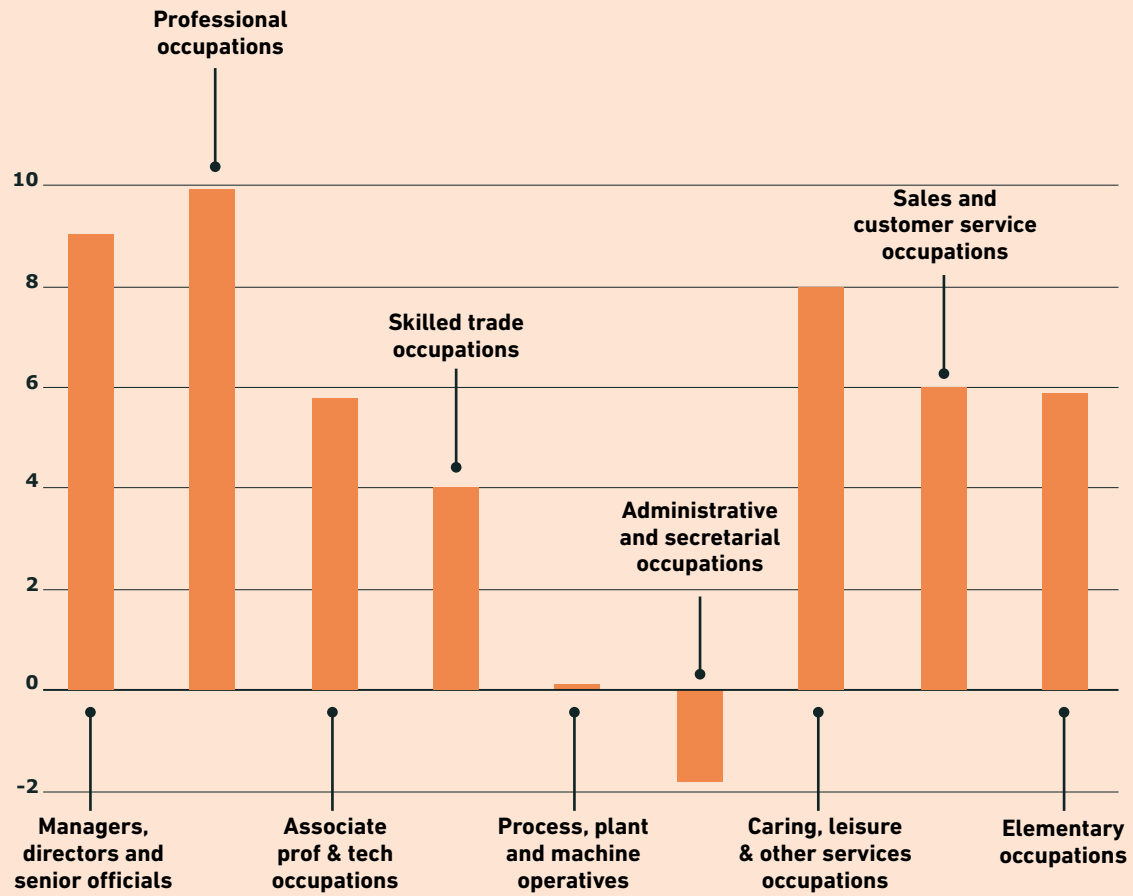
Worklessness and skills sits at the root of all of these issues. Without a concerted drive to improve skills (not necessarily qualifications) the city will never be able to approach its full economic potential.

At the very beginning of the skills supply chain, while many of our schools are rated as good or outstanding, we have an issue with educational attainment. Too many, almost 50%, of young people do not achieve 5 A*-C grades at GCSE. While there is a debate to be had about the relevance of GCSE qualifications to what makes a young person a productive employee, it is inescapable that this basic level of attainment is usually fundamental to achieving employment, whether in a job or apprenticeship.

More broadly, skills levels in the city are not adequate. As the requirements of employers evolve, an increasing number of employees with higher level skills (level 4 and above) are needed. The city does not have them. In fact, a number of our residents do not have any qualifications at all, and far too many have only Level 1 and 2 qualifications. We have seen and continue to see a hollowing out in the labour market, where mid-skilled jobs decline and low and high-skilled jobs increase.

Whilst some employers are leading the way in terms of staff development, apprenticeships, creating opportunities for school leavers, career changers, people returning to the workforce, and those with health barriers and disabilities, more can be done.

FORECAST % EMPLOYMENT CHANGE BY OCCUPATION IN LEEDS CITY REGION 2013-2020



2. COLLECTIVE CALLS TO ACTION

WHAT AND WHY?

There are a number of significant issues which the city needs to tackle in order to achieve the ambition to address skills gaps and shortages and enable our residents to achieve their full economic potential. These issues are framed as our city calls to action, as achieving them will only happen through all stakeholders working together. Additionally, some of them can only be achieved through the support of Government in progressing devolution of powers, freedoms and flexibilities. In some cases this will require a collective voice greater than just Leeds, working through partners such as the Northern Powerhouse (where Leeds is the lead city on skills), or the Core Cities.



PUTTING CHILDREN AT THE HEART OF THE SKILLS PLAN

- Strengthening the role of schools in developing students to contribute to the economy to their full potential, including getting them ready for the world of work, raising educational attainment, improving careers advice and business engagement in schools
- Extending Early Years provision, linking this to supporting more parents to get into work or to progress into better jobs

We are committed to building our Skills Plan around the city's children and young people. Investing in children offers the greatest returns and we are committed to giving our children the best start possible, research shows that the most cost effective public sector investment is in the early years, with benefits through childhood and into adult life and work.

We will continue to protect and promote the successful and vital network of early years services, providing support to parents and carers to enter, stay and progress in work, through children's centres and childcare, and more targeted services such as the Stronger Families initiative. We will also work with employers to encourage and support parents returning to work after a period of childcare, including in higher skill roles where there are currently skill shortages. 34% of working age mothers do not work; this increases to 45% of single mothers; and decreases to 28% of coupled mothers who share care with a partner. Supporting more of this cohort into economic activity will have a significant benefit.

The proportion of Leeds schools judged to be good or outstanding is in line with the national average and above regional average but we are not complacent, and we still have challenges with young people from our most disadvantaged areas achieving good results. We will support and challenge our schools to deliver the best possible outcomes for all the city's young people.

Careers advice in schools is failing to prepare young people for the world of work, and requires

fundamental and systemic change. Young people are not emerging from the education system ready for the world of work, and with unclear or unrealistic career ambitions are far more likely to spend time not in education, employment and training, or stuck in a trap of low pay and low skills. Schools are not preparing them for work, partly because of the all-encompassing drive for results, partly because many school leaders and teachers are not familiar with modern labour markets and are not motivated by readying pupils for life outside school. Government has not put in place structures that will challenge this, and our challenge to them is to work with us to develop an approach to careers that works.

We will work with businesses and schools to improve careers advice, enabling young people to make informed choices about all the possible routes into work through a Young Person's IAG Charter which will apply from Year 7 at least. This should focus on raising aspirations and meeting the needs of the individual, including the development of attributes that employers prioritise such as problem solving, resilience, creativity, team working, confidence and communication, and enabling young people to make informed choices about all the possible routes into work. We will consult on how to extend this approach into primary school, recognising that this is an important opportunity to start informing young people about life beyond the school system.

We will continue to promote the benefits of apprenticeships, including degree apprenticeships, rather than prioritising traditional academic paths,

and support the implementation of the new T-levels. We will work to make apprenticeships more inclusive, having identified issues around diversity and also the way that functional skills assessments can sometimes disadvantage otherwise able apprenticeship candidates.

We will explore how a new approach to work experience can benefit young people, giving them a more rounded insight into the world of work while they are still in school, especially in the wide range of small businesses in the city that can demonstrate the diversity of roles and sectors the city has to offer. And we will explore how teachers might benefit from increased CPD around the local economy, both once in school, and in preparation for their teaching careers.





EMPLOYERS AND PEOPLE TOGETHER AT THE HEART OF THE EDUCATION AND SKILLS SYSTEM

- Bringing employers and education providers together to develop and commission education and training to meet employers' needs and economic priorities
- Tackling skills gap at all levels

We will work with employers, schools, colleges, universities and training providers to shape a skills system that meets the needs of our economy. Employers and education providers need to work more closely together, with business involvement directly in the classroom and the lecture theatre to mentor and inspire young people, and to help educators in primary, secondary and further and higher education better understand the needs of industry.

Greater collaboration will help to develop and commission education and training that is tailored to the needs of employers and our economic priorities, but to unlock the real power of this collaboration we will continue to make the case to Government for

greater investment and more local control over the skills system, including the devolution of the Adult Education Budget, which in Leeds is valued at £19m per annum and in 2015/16 supported 36,450 learners in the city.

We will work with partners to look at how we can aggregate demand for provision – especially from small businesses. It can be hard for providers to flex demand to respond to specific needs, but where that need is shared across a cohort of businesses, sometimes governed by size, sometimes by sector, we will seek to improve connections so that employer needs can be more visible and providers can respond more effectively.





BETTER JOBS – TACKLING LOW PAY AND PRODUCTIVITY

- Encouraging employers to pay the Real Living Wage
- Initiatives to support firms and people to improve their skills and progress into better jobs
- Supporting our current and future workforce to be resilient to economic change

Previous economic thinking that ‘a job, any job’ is the best route out of poverty does not reflect the modern economy. Too many people have become stuck in low paid work and are unable to raise themselves above the poverty line despite working. This disproportionately impacts on certain groups of people and those that work in certain sectors such as retail and care. Too many businesses likewise are stuck in a low pay, low skill, low productivity cycle. On the contrary, those who invest in skills see associated improvements in competitiveness, productivity and growth that in turn support higher wages. The trend of low skill and low pay is set to continue, compounded by a hollowing out of the mid-level labour market. All of this works together to hold people back from fulfilling their potential, puts the brakes on economic growth and output, and leads to a higher welfare and service bill for government.

Building on the Anchors Programme, we will focus on two main priorities: first encouraging more employers to pay the Real Living Wage to their staff and through their supply chain; and second an initiative to support employers to enhance the skills and progression of their lowest paid workers which will include making the most of the Leeds City Region Career Development Fund programme.

We recognise that employers are already under significant pressure from a range of sources, and that a call for the real living wage to be paid in the city adds to that pressure. We will make the case that investment in staff leads not just to productivity gains that justify wage increases, but that tackling

low pay has a long run impact on significant social and economic issues that are a vast cost to the UK economy, and that it is in the best of interests of business to make this commitment.

Leeds has a broad based economy that changes rapidly: keeping up to date and brushing up skills and can be important, whether to progress in a current job, or to find a new one. We will look at how we can work with employers and providers to improve the skills of the existing workforce to enhance people’s productivity, progression and resilience, enabling people to progress at work.

Retraining those already in the labour market is a priority: we cannot rely on new entrants filling the projected number of vacancies forecast. We will look at how we can work with employers and providers to improve the skills of the existing workforce to enhance people’s productivity, progression and resilience. The Apprenticeship Levy offers one mechanism for achieving this, and there are already encouraging signs of businesses not just recruiting new staff onto apprenticeships, but enabling existing staff to upskill and progress through doing an apprenticeship, particularly at higher and degree levels. We will also look at how we can increase the take-up of Advanced Learner Loans, available to individuals studying for level 3, 4, 5 or 6 qualifications, supported by better careers advice for adults and the emerging ESIF programme supporting individuals to upskill while in work.

As the labour market changes, with increasing automation a particular feature, jobs will be lost.

We will work with partners to provide support to people who lose their jobs, with a particular focus on retraining to enable them to enter other sectors where appropriate, or to consider starting their own business.

Work is being done in this area, with labour market data shared frequently across the region with our higher and further education providers, giving them the tools to supply a relevant curriculum that meets the current and future demand for skills and provision. The Leeds City Region Skills Service provides comprehensive training needs and a skills planning service to help business identify skills gaps and development needs linked to their growth plan objectives. This has resulted in the upskilling of over 9,000 workers and £3.93m of grants approved, 35% of which were to businesses in Leeds. The Council's 'More Jobs, Better Jobs' partnership with the Joseph Rowntree Foundation has led to the development of the collaborative and systematic approach to engaging with anchor institutions, large employers in both public and private sectors, on an innovative new framework to support action on employment, low pay, procurement and supply chain management.



In 2014/15, for every out-of-work claimant that moved into a job that paid the Living Wage (then £7.45 per hour), the government gained, on average, almost £6,900. The local economy benefited, on average, by more than £14,000 per year every time an unemployed person began a Living Wage job.

The City Council has led the way by adopting the West Yorkshire Combined Authority's Low Pay Charter committing the Council to initiatives that improve how lower paid staff are supported, including training and development, and paying a minimum of £8.45 per hour.



INCREASING LABOUR MARKET ACTIVITY AND PRODUCTIVITY THROUGH A MORE REPRESENTATIVE WORKFORCE

- Encouraging employers to employ older people, people with disabilities and health barriers, and people with responsibilities that need flexibility of employment
- Encouraging employers to employ armed forces leavers and people with criminal convictions

Too many people who could be economically productive are not participating in the labour market, sometimes as a result of their own apprehension about employment offering a route out of poverty, but also sometimes as a result of employer misunderstanding about their capacity to work, or what it might involve to support someone with a disability, for instance, to work.

At a time when the pension age is increasing, and young people in particular can expect to have to work longer than the previous generation, increasing the longevity of the working population has never been more important. Many very experienced and productive people are lost to the labour market every year for no good reason. Helping employers to understand the value of older workers, and to support them effectively, is a priority.

Some of our residents may be unfamiliar with the labour market as a result of serving their country, and for these individuals it can sometimes be a challenge to reintegrate into civilian life. Work is one of the ways of making that reintegration more manageable, and there are some great examples of businesses who have a particular focus on recruiting ex-Armed Forces members.

Some of our residents have spent time out of the labour market, or sometimes have never engaged in it, because of criminal behaviour. The underlying theme for most is a poor start to life and the lack of sustainable work. Usually by their mid-30's most offenders) are looking for a way out of a life of crime, and supporting more to do so through employment

generates a significant return on investment for both employer and the community.

And a significant number of our residents have health conditions, including mental ill-health, and learning and physical disabilities that are working to exclude them from the labour market. In many cases these barriers don't just prevent them getting into work, but also hinder them staying in work.

We recognise that many of our residents do want to work, but are held back by some of these barriers. We want more employers to adopt innovative and inclusive recruitment practices to increase the representation of such groups in their workforce, and build capacity in their businesses to support these individuals through, for example, becoming a Mindful Employer.

This is not just about asking employers to do more. As a city, partners involved in employment support such as Jobcentre Plus and many organisations like the Leeds Community Foundation, PATH Yorkshire, Remploy and others, already do great work supporting residents to access the labour market despite barriers. We need to collectively do more so that residents are not set up to fail, and businesses can have confidence in their capacity to support them, alongside other forms of support.





ATTRACTING AND RETAINING TALENT IN THE CITY, AND WIDENING PARTICIPATION IN EDUCATION AND TRAINING

- Do more to keep talented people who study here working in Leeds businesses
- Increase the number of people participating in further and higher education

While the city has a positive story to tell about attracting young people to study here, and retaining them after study, there is more we can do to tell the story of the city as a home for professionals, not just a student city. That might be for young people thinking of their first job, and not realising the incredible diversity of work on offer in Leeds, or experienced professionals looking to return or move to the north. Initiatives such as InLeeds, which enables students to visit a number of city businesses in the course of a day, and a drive to increase the number of work placements offered to students, will help but there is more we can do. We are particularly keen to see more interaction between students and smaller businesses, through student/business challenge projects for example, and more of our students leaving education to work in our large and diverse SME community, or starting a business of their own.

The Council and the universities, along with our further education colleges, are working together with business to create a programme of activity to help tell the Leeds story to students and encourage more of them to stay and work in the city.

We recognise that an important part of the offer we can make to graduates and professionals is the quality and mix of our housing, particularly affordable housing, in appropriate locations, with a mix of appropriate tenures. The city can point to a strong commitment to this ambition, but we will continue to lobby Government for various flexibilities, including the abolition of the borrowing cap, in order to improve supply, alongside changes to the planning system that facilitate good housing growth.

Widening participation in further and higher education has long been a priority for the city, but we recognise that this should not come at the price of following an inappropriate path. Not all young people want to go to university. In this context, the development of T-levels are a welcome sign that the Government is heeding the voice of business, putting vocational education on a par with traditional academic education, and supporting the further expansion of apprenticeships. We support T-levels, and will promote them to schools and young people as a serious and ambitious programme of study, and encourage businesses to recognise them as meaningful qualifications and measures of a learner's potential for work.

Getting more people into apprenticeships remains a very significant ambition for the Council and the city. We will continue to support the annual Leeds Apprenticeship Recruitment Fair at the Leeds Arena, the biggest event of its kind in the country. We will work with training providers, colleges, and universities, to promote apprenticeships to our residents, and encourage businesses to take on more apprentices – paying the real living wage, not the apprenticeship minimum wage.

We have heard concerns from employers, and those seeking apprenticeship opportunities, that it is not always easy to search for vacancies in the city. We will explore the possibility of developing an online 'apprenticeships board' for hosting vacancies for Leeds employers.





IMPROVE CONNECTIONS BETWEEN EMPLOYMENT OPPORTUNITIES AND RESIDENTS

- Ensure no-one cannot work or does not work because of inadequate transport connections

Leeds has increasing opportunities for employment growth as physical development takes place in locations such as the South Bank, and the potential doubling in size of the city centre, the Innovation District, the Enterprise Zone, Thorp Arch, White Rose Shopping Centre, and the airport. But evidence suggests there is a growing spatial mismatch between the location of housing and major centres of employment, and inadequate transport links between the two. This is especially the case for lower income groups as low-skilled occupations have become increasingly dispersed to out-of-town locations.

Our high growth locations needs to be well-connected to people who are looking for work, with better connections and new infrastructure in places, allied to targeted interventions that help people overcome a wide range of barriers to making journeys beyond their communities. We will work with partners, including transport providers, to develop a more integrated transport solution that means that no-one is disenfranchised from taking a job as a result of inadequate transport connections. Our Core Strategy and Transport Strategy are already underpinned by such a commitment.

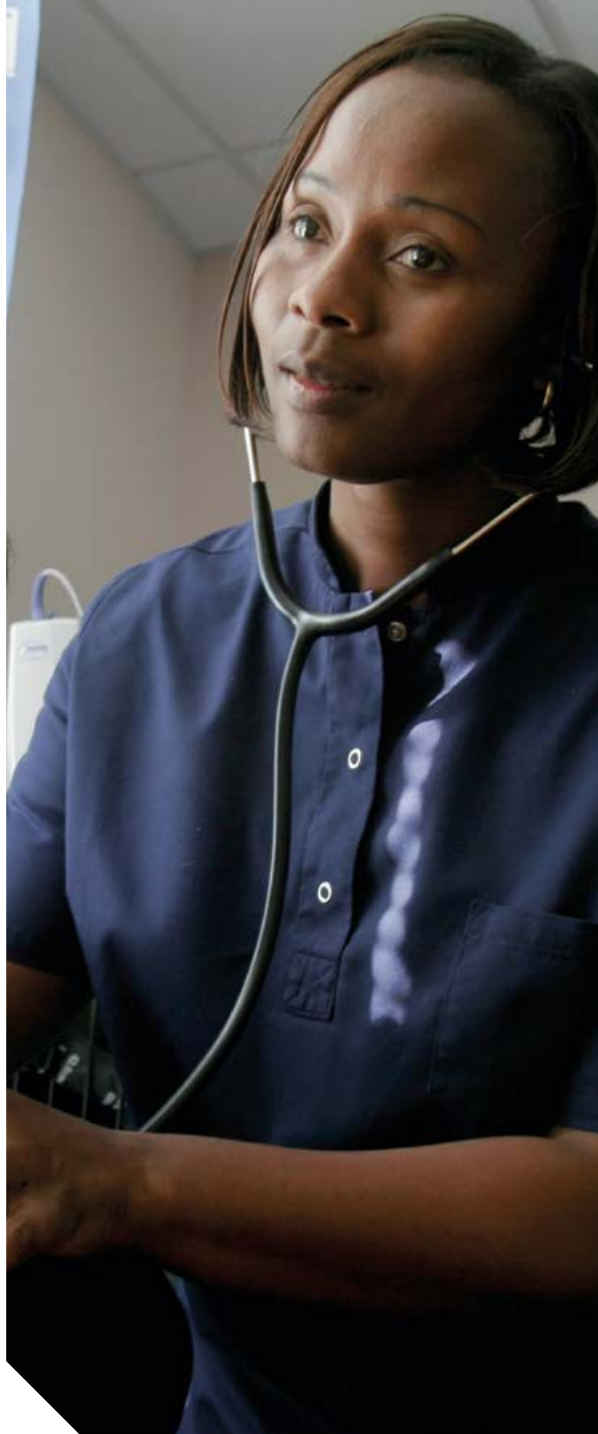
We are already ensuring that the £173m of transport funding announced in 2017 is invested in a way that improves accessibility and connectivity to centres of

employment, with projects including rail connections to the White Rose Centre and the airport proposed. We will also seek to influence the spending of the West Yorkshire Plus Transport Fund to maximise these kinds of connections. The arrival of High Speed Two into Leeds city centre by 2033 offers a further opportunity to improve connectivity and open up increasing numbers of jobs, particularly in knowledge intensive businesses, across the city region, as does the emerging Northern Powerhouse Rail proposal, creating better links between the city and other northern cities, making opportunities outside Leeds more accessible to our residents.

The city has a proud record of supporting people into work through obligations on Council contracts and planning permissions, and we are working with partners across the Leeds City Region through the Inclusive Anchors Programme to extend this approach further. We also recognise that the scale and critical mass of some physical development, for example around the South Bank, offers an opportunity to scale up this kind of approach, perhaps through the creation of an endowment fund to support disadvantaged communities. We welcome a conversation with the private and third sector to explore this further.



3. SECTORS AND INTERVENTIONS



OUR SECTORAL FOCUS

The Leeds Inclusive Growth Strategy sets out seven sectors which cover a large part of the economy and a range of jobs at all skill levels. They are:

- Health, medical and the ageing population
- Financial and professional services
- Creative and digital
- Construction
- Manufacturing
- Retail and the visitor economy
- Social enterprise and the third sector

In this Plan we focus on a subset of those sectors. This is because these are the sectors where we consider there is the greatest risk and reward from intervention, whether that be because of forecast growth, or issues around pay and productivity. They are:



HEALTH
AND CARE



CREATIVE AND
DIGITAL



CONSTRUCTION AND
INFRASTRUCTURE



MANUFACTURING
AND ENGINEERING

However, we do identify some potential interventions which address skills shortages and gaps in other sectors under a general heading towards the end of this section.

CHARACTERISING THE INTERVENTIONS

The interventions that are set out in the remainder of the Plan can be characterised in two ways. This is a practice we adopted in the development of the Leeds Digital Sector Skills Action Plan, and which we have found helps to clarify the nature of the activity and the outcome it aspires to achieve.

Some of the interventions can be achieved, and can deliver results, in the short term. Some will take longer to both implement and deliver. We have classified each intervention in terms of the short, medium and long term deliverability and potential impact.



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT:

All of our growth sectors are under pressure to recruit, retain and ideally progress employees. Some of this pressure is driven by policy such as the Apprenticeship Levy, but much of it is due to growth, changing workforce requirements, and changing workforce demographics. Ensuring pipelines of talent into our growth sectors, and progression through them, is key.



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES):

While creating and promoting entry routes to the sector, both to alleviate short term pressures and to develop a more robust supply of skilled individuals, is vital, we need to look beyond these entry points and work to improve the dialogue between employers and education providers to ensure supply more appropriately meets demand. This means creating targeted interventions to ensure that employers and education providers are better connected, giving employers the opportunity to inform the development of provider offers, and providers the opportunity to inform their offer with what employers really need. It also involves making better connections between employers and the education system to drive an increase in young people, especially women, entering the our growth sectors, with work experience and work placements a vehicle to enthusing them about the opportunities on offer.

THE ADVANCED MANUFACTURING AND ENGINEERING SECTOR

While employment numbers in the city have declined over recent years, reflecting national trends as the service sector increasingly grows in influence, the sector remains a significant employer with just under 30,000 jobs, or 6.7% of the city's workforce, and 1,615 businesses in the sector.

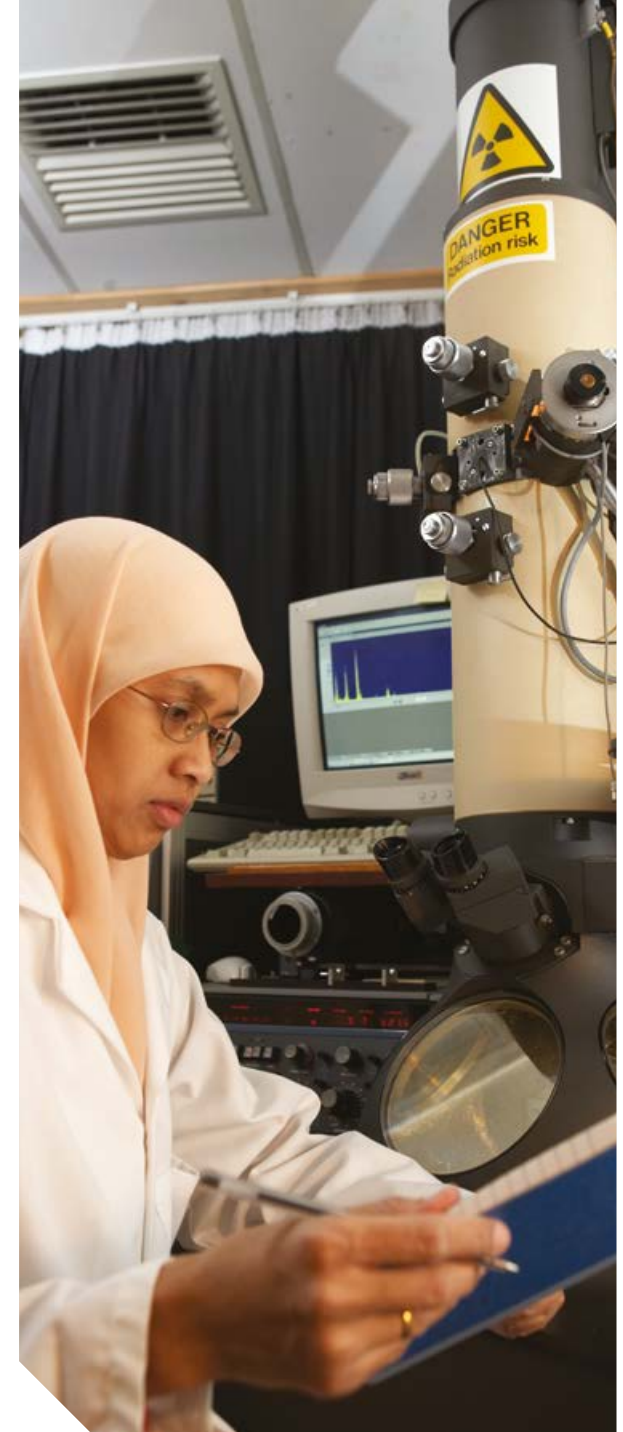
Just as important is the critical nature of the sector in enabling the city to grow economically, and in offering opportunities to our residents all along the skills spectrum. There are high levels of innovation and R&D in our manufacturing and engineering businesses, supported by research strengths in the city (particularly at the University of Leeds) but also in the wider city region. This is a key enabler of growth.

And with major engineering schemes like HS2 on the horizon, there is an opportunity to position the city as a centre for rail engineering and associated manufacturing, building on the presence of employers such as Siemens and their mechanical drives facility in Hunstret, and William Cook in Cross Green.

But the sector faces serious challenges in attracting new entrants, at a time when replacement demand is at an all-time high. The sector also lacks diversity, with only 7% of the UK workforce female, and poor representation from BME communities.

Some of these gaps and shortages can be tracked back to school-age education. Insufficient numbers of young people are taking STEM subjects, the underpinnings of further/higher education and entry to the sector. The Advanced Manufacturing and Engineering University Technical College is addressing this challenge, but even at full capacity can only make a start on ensuring the city has a pipeline of skilled engineers and technicians entering the sector.

Finally, we have seen how the pace of industrial change can have a damaging effect on businesses in particular subsectors. While employment in the sector will continue to slowly decline, we need to do more to retain skilled employees within the wider sector when economic shocks do occur.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
29,400	6.7	-2,100	1,615	1,709

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: SUPPORT FOR AND SUSTAINABILITY OF THE FUTURE JOBS PROGRAMME

The ESIF funded Future Jobs Programme is providing support to schools across the city region to promote careers in the sector. We will promote the programme to Leeds schools, and encourage employer support for it, but we want to ensure that programme activity can be sustained beyond its current life (to 2019).

There is a significant opportunity to align this work to the LCR HS2 Growth Strategy, which calls for a funded programme of careers insight and education running to 2033. Manufacturing and engineering is a key plank of the HS2 skills challenge.

SHORT
TERM

ACTION: SUPPORT THE LEEDS MANUFACTURING FESTIVAL

The Leeds Manufacturing Festival is an initiative aimed at improving the awareness of the sector as a great career opportunity for young people in the city. It aims to increase interactions between manufacturing businesses and schools, including employer visits, employer presentations in schools, and industry set challenges in class. We will ensure that schools are aware of the Festival and encourage them to participate, as well as encouraging employers to take part.

SHORT
TERM

ACTION: EVERY SCHOOL TO BE AWARE OF THE TOMORROW'S ENGINEERS AND WISE CAMPAIGN, AND MORE EMPLOYERS TO PARTICIPATE IN BOTH

Tomorrow's Engineers and Women in Science and Engineering are two campaigns which seek to improve the understanding of young people, women in particular, of the science and engineering world. Using employer ambassadors they promote careers, including apprenticeships, in the sector in schools. We will ensure that every school is aware of their offer, and promote membership to our cohort of businesses in the sector.

MEDIUM
TERM

ACTION: EVERY SCHOOL TO HAVE ACCESS TO A STEM EMPLOYER GOVERNOR

Employer governors are increasingly present in Leeds schools, both primary and secondary. They play an important role in helping school leaders and staff understand the skills needs of industry, as well as promoting sectors that may have an image problem. We want every school in Leeds to have an employer governor from, or with significant knowledge, of STEM and advanced manufacturing and engineering.

LONG
TERM

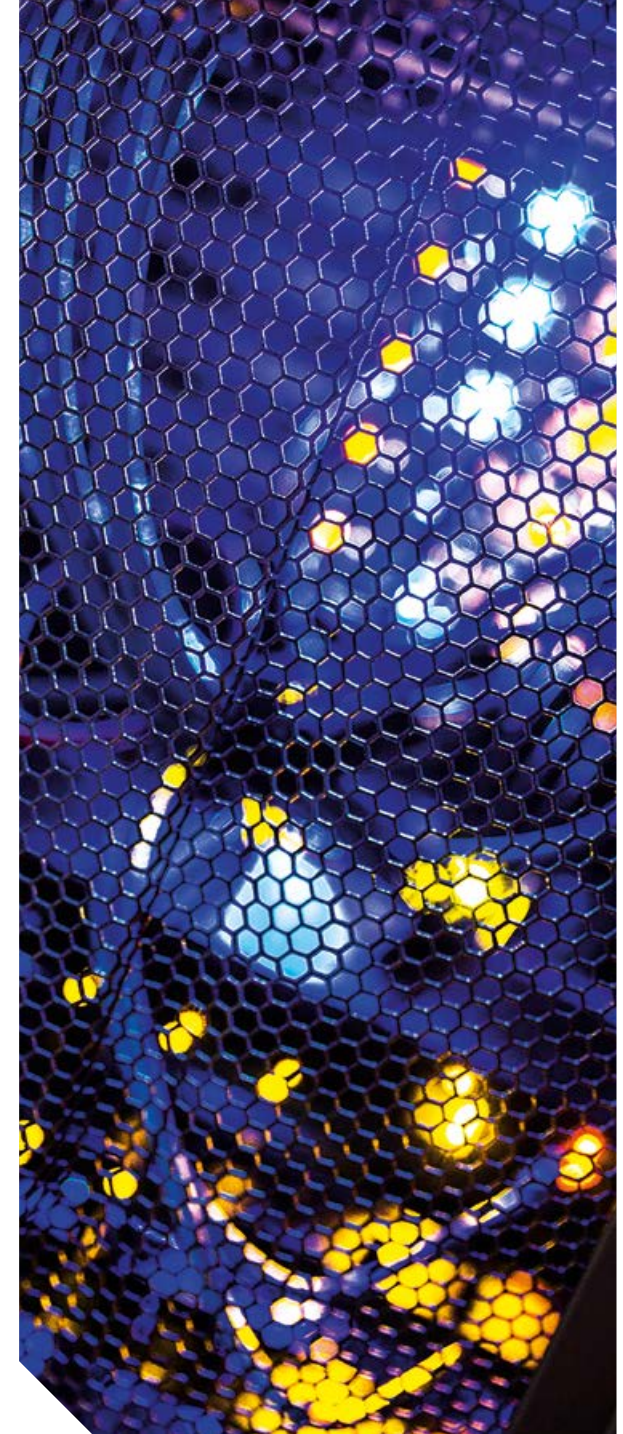
THE DIGITAL AND TECHNOLOGY SECTOR

Leeds is rapidly establishing itself as the digital centre of the North, anchored by major businesses including Sky's national technology centre of expertise and Skybet, our first tech unicorn (a company valued at over £1 billion), and a thriving games industry with world-leading businesses such as Rockstar Leeds, Team17 and Revolution, that bring in millions of pounds to the city and city region economy.

The city also benefits from internationally important digital infrastructure, a significant public sector presence through NHS Digital, world leading academic research and innovation in a range of disciplines including big data through the Open Data Institute and Data Mill North, and a collaborative approach sector growth between partners such as the Leeds Digital Board and representative groups such as Game Republic.

The digital economy is growing significantly faster than the wider economy, and this pace of change means that attracting high skilled labour is now the number one challenge for the industry. In March 2016 the Leeds Digital Board launched the Leeds Digital Skills Plan, focusing on attracting and training talent for the digital sector. Since then we have seen four very successful digital jobs fairs, the launch of degree apprenticeships, the development of an accelerated two year degree programme, and more. Our impact has been recognised in the Government's Digital Skills Strategy as being good practice.

So we're making good progress on these ambitions, but there is more to do to make the sector more inclusive and accessible for more of our residents, and to facilitate growth for our businesses.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
29,500	6.7	6,900	3,465	1,286

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: SUPPORTING AND PROMOTING THE RE:BOOT PROGRAMME AND A WIDER CAMPAIGN TO ATTRACT CAREER CHANGERS

While the supply of skilled labour into the sector from education remains insufficient, there is both a need and an opportunity to increase supply for career changers and people returning to the labour market, through short, intensive courses which equip people with key skills. Many such courses are endorsed by employers, with some offering job guarantees on successful completion.

Since the launch of the Digital Skills Action Plan in 2016, it has become clear that there is the need for a programme to prove the concept of a boot camp for both employers and potential candidates.

WYCA is developing the re:boot programme, alongside a wider campaign to attract career changers. The programme will support new entry to the sector through boot camp provision, and we will support and promote the programme, particularly looking to target residents from our more disadvantaged communities.

SHORT
TERM

ACTION: SUPPORT AND PROMOTE NATIONAL CODING WEEK

National Coding Week aims to give adults a taste of coding through short introductory sessions often delivered by volunteers. In Leeds, a number of employers have been very supportive of NCW, and in 2016 the city was close to the top ranking for cities providing taster sessions.

These taster sessions are useful in their own right in terms of digital literacy, but offer a real chance for residents to get a flavour of what is involved in just one aspect of the sector. It also gives employers an opportunity to scout talent and potential recruits.

We will continue to support and promote National Coding Week, with an ambition to host sessions in every ward of the city, and more sessions than any other city in the UK.

SHORT
TERM

ACTION: THE LEEDS DIGITAL CAREERS FAIR

Now into its fourth staging in its home of the Leeds Arena, the Leeds Digital Careers Fair, hosted by Herd, is a critical part of the sector's recruitment activity and wider awareness raising for residents of the incredible range of jobs in tech. Exhibitor take up has grown alongside visitor numbers, with feedback about the range of job opportunities and potential candidates consistently high.

SHORT
TERM

ACTION: PROMOTING APPRENTICESHIPS INCLUDING DEGREE APPRENTICESHIP OPPORTUNITIES

New apprenticeship standards for digital sector roles are increasingly available in the city, and offer an entry route to the sector which is likely to be very appealing to young people in particular, but also creates an opportunity for existing employees to develop new skills and gain a qualification. For those employers who are liable to the Apprenticeship Levy, there is a significant financial incentive.

MEDIUM
TERM

ACTION: SUPPORT THE EXTENSION OF CODE CLUBS TO ALL LEEDS PRIMARY SCHOOLS

Code clubs are a great way to get young children interested in tech and have wider benefits beyond learning to code. Problem solving and logical thinking skills are useful for a range of other disciplines including maths. Code clubs are also a great way to get girls interested in tech at an early age. Many of our primary schools are already part of the programme, supported by employer volunteers. By the start of the 2018-19 school year we want to see every primary school regularly hosting Code Clubs.

LONG
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: STAGE A DIGITAL SKILLS SUMMIT

In March 2018 we will stage a Digital Skills Summit, celebrating the two year anniversary of the launch of the Digital Skills Plan, reviewing progress, and identifying new priorities where appropriate.

The summit will also be an opportunity for employers and education and skills providers to come together to discuss how the skills system can respond to the needs of the industry

SHORT
TERM

THE CONSTRUCTION AND INFRASTRUCTURE SECTOR (INCLUDING HOUSING)

The construction sector is boosted by a high demand for new housing, infrastructure and commercial development, with an ambition to double the physical scale of Leeds city centre. The deployment of the £1bn West Yorkshire Plus Transport Fund and the development of the HS2 rail line and associated infrastructure, including a new Yorkshire Hub station in Leeds city centre, offer huge opportunities for the sector to capitalise on significant investment. In total there is around £600m of development programmed in the city over the next few years, including exciting opportunities for the city to take the lead in new techniques such as modular housing. CITU/LCOB picture and pledge?

The recently published Review of the UK Construction Labour Model cites the need for clear leadership, transparent collaborative working, embracing the fast paced digital world and the underlining issue of skills shortages in the sector. Based on the existing workforce age and current levels of people entering the industry, the review predicts there could be a 20-25% decline in the available labour force within a decade. At the same time, the changing nature of the industry has a bearing on the skills and labour needs of the workforce. Increased offsite provision, specialist teams retained by developers, and

other factors, mean that the size of a workforce for, as an example, a £9m commercial development, is no more than 40 people over less than 12 months.

Despite this, in Leeds we estimate that 4,500 additional jobs will be needed by 2024, including workers in managerial roles, site supervision, project management and off-site construction. Institutions such as Leeds College of Building, the UK's only specialist construction college, and Leeds City College can help meet this demand, with delivery agreements with the Combined Authority to align their skills training to match local economic priorities and business needs, including an expansion of work and classroom based training for technical and higher skills (level 4-6).

In addition to a critical challenge around attracting new entrants to the sector, it is important to work collaboratively with the industry to improve in-work progression through training and development, and to bring forward activity to address the substantial under-representation (in line with the national picture) of women and black and minority ethnic groups in the sector.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
18,800	4.3	200	3,085	1,175

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: CREATING A VIRTUAL CENTRE OF EXCELLENCE IN SKILLS FOR OFFSITE MANUFACTURING FOR THE CONSTRUCTION INDUSTRY

Leeds is increasingly developing a reputation for excellence in offsite manufacturing for construction, particularly in housing. In the city centre, innovative developers Citu are bringing forward a residential development manufactured offsite, with the production facility based in the South Bank. Not far away in Selby, Legal and General are building a large production facility which aims to manufacture xx,xxx homes a year.

Leeds College of Building are already working with Citu and others to develop bespoke qualifications, including apprenticeships, to train the workforce of the future. The University of Leeds, with its expertise in manufacturing technologies, could also potentially play a part in driving the development of a centre of excellence in this field, which as well as offering skills training to a potentially wider pool of entrants to the profession, could also be of benefit in attracting inward investors to the city.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: LEVERAGING THE OUTCOMES OF PLANNING

Many developers and contractors are already involved in great examples of programmes designed to introduce people to the construction industry, with a particular focus on young people. For many young people, the image of the industry is not an attractive one, so these activities help to dispel some of the myths around what is increasingly becoming a high tech sector with significant use of digital technologies, as well as growing opportunities in areas such as project management and so on.

Some of this work is stimulated by the way in which the Council attaches obligations to planning permissions and Council contracts, but this is only one part of the process. Many contractors and developers are involved in this kind of work because they recognise that the future of their workforce depends on it.

We will continue to use employment and skills obligations to encourage this work, but more generally we will encourage and facilitate better connections between our schools, and other education providers, and the industry – helping both sides to understand the part they can play in improving supply and demand.

SHORT
TERM

THE HEALTH AND SOCIAL CARE SECTOR

Leeds is on the way to becoming the best city for health and wellbeing, with a focus on understanding and tackling the challenges of an ageing population and preventing and delaying ill health. We have the ideal partners and assets to deliver our vision. The NHS has a huge presence in the city, and three out of five UK NHS bodies are headquartered in the Leeds City Region.

Leeds has world leading capabilities in digital health and care innovation, with two of the largest patient record providers based in the city (EMIS and TPP). The Leeds City Region hosts 22% of digital health jobs in England and our universities enable us to engage world leading educational and research capabilities, creating inward investment opportunities and innovating through collaboration.

Half of all research in Leeds is in health and care, and we have a leading international reputation for our capabilities in medical technologies (18% of all UK medtech patents are in Leeds) and in personalised medicine. Connecting these assets through partnerships with industry, universities and local communities will deliver better local health outcomes, reduce inequalities and deliver the jobs of the future.

Our approach embraces the need for higher wages and more opportunities in the health and care sector, which

currently has a large number of low paid jobs and limited in-work progression effecting staff retention. The sector is also exposed to a Brexit-based risk given a substantial proportion of EU-migrant workers. There are difficulties in filling vacancies at all skill levels in the health service and careers advice needs to make young people aware of the range of jobs available in healthcare. While the sector has a major challenge attracting candidates to entry level positions, once employed the sector has a reputation for developing staff, encouraging continual development and progression through the career ladder.

Health impacts have serious repercussions to the economy; Leeds currently has 32,000 residents claiming Employment and Support Allowance – the main out of- work benefit for those with a disability or a health condition, with significant concentrations in our most disadvantaged areas which reinforces inter-generational worklessness. Despite our growing workforce the ageing population means that the proportion of workers supporting those that are retired is in decline. This dependency relationship has far reaching consequences on and will only increase if the health of our workforce declines. The Council is developing a Work and Health Strategy that will address some of these challenges and constraints on growth.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
55,600	12.7	600	2,365	1,216

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: REVIEW THE MECHANISMS FOR A HEALTH AND SOCIAL CARE WORK EXPERIENCE PROGRAMME

It is currently very difficult for young people under the age of 18 to get any exposure to this type of work which could lead to them considering alternative career options as information is more readily available. Information needs to be readily available in schools about the range of opportunities and the career progression offered, as well as a programme of work experience to allow contact with employers with young people at an early age.

SHORT
TERM

ACTION: HEALTH AND SOCIAL CARE AMBASSADOR PROGRAMME

Job roles in this sector often come with a social stigma, as they can include dealing with death and illness and providing personal care. Work needs to be done to promote the positive aspects of these roles, how essential they are to the community and city and how rewarding these roles can be. We will develop an ambassador programme which promotes the sector, particularly to schools, through the use of role models.

SHORT
TERM

ACTION: PROMOTE THE SECTOR TO RETURNERS TO WORK AND CREATE PATHWAYS TO ENTRY FOR MATURE ENTRANTS

As care in particular continues to move to a more community based model, requiring flexible working and a degree of self-autonomy, there is an opportunity to encourage people returning to the workforce and who might not wish to work full time or in an institutional setting. To support that outcome, appropriate entry routes and qualifications might need to be developed.

SHORT
TERM



IMPROVING CONNECTIONS BETWEEN EMPLOYERS AND EDUCATORS TO ENSURE SUPPLY MORE EFFECTIVELY MEETS DEMAND (VOLUME, QUALIFICATIONS, CAPABILITIES)

ACTION: DEVELOP A WORK AND HEALTH STRATEGY

As care in particular continues to move to a more community based model, requiring flexible working and a degree of self-autonomy, there is an opportunity to encourage people returning to the workforce and who might not wish to work full time or in an institutional setting. To support that outcome, appropriate entry routes and qualifications might need to be developed.

SHORT
TERM

OTHER IMPORTANT SECTORS

While we have identified and will focus on the above sectors as a priority, other sectors are also critical to the economic life of the city, in particular retail and hospitality and financial and professional services.

Leeds has the UK's largest financial services cluster outside the capital. This is not just banks, building societies and insurance companies, but also crucial ancillary services such as legal, accounting, insurance, recruitment and consultancy. This collaborative ecosystem with a specialised and highly

The legal sector is another growth area for the city, and Leeds has positioned itself as the legal capital of the North with the restructure of the legal industry. Leeds has the fastest growing legal section of any UK city. This has been fuelled by a growing talent base, the relocation of several firms from Manchester and the breadth and depth of capability of Leeds firms.

The financial and professional services sector is playing a lead role in promoting social mobility. Almost every major law firm in Leeds is part of the Leeds Legal Apprenticeship Scheme, with a commitment to employing at least one apprentice. Increasingly many of these are

taking the level six apprenticeship solicitor qualification. Some of the main accountancy and advisory firms in Leeds have changed their recruitment and promotion processes to enable a wider range of people to access roles, including PWC removing UCAS scores as entry criteria for the majority of roles, and a Back to Business returnship programme to help people return to work after an extended break, for example after starting/raising a family, or caring responsibilities.

The sector is a significant employer, and generator of economic growth. Key to our ambitions to creating inclusive growth is helping more people to understand that they have the potential to work in the sector, whatever their background, training, or point of entry. Our focus for intervention is, therefore, ensuring the sector is more visible to those from more disadvantaged backgrounds, and continues the good work already underway to promote careers to them.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
92,800	21.2	18,700	7,270	3,687

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: ENCOURAGE ALL BUSINESSES, ESPECIALLY LARGE EMPLOYERS OF GRADUATES, TO INCREASE OPPORTUNITIES FOR RESIDENTS OF ALL BACKGROUNDS THROUGH QUALIFICATION BLIND RECRUITMENT

MEDIUM
TERM

ACTION: ENCOURAGE ALL BUSINESSES IN THE SECTOR, BUT ESPECIALLY SIGNIFICANT CORPORATES, TO REACH OUT TO A WIDER AUDIENCE OF YOUNG PEOPLE TO ENCOURAGE THEM TO SEE THE POTENTIAL FOR A CAREER IN THE SECTOR

MEDIUM
TERM

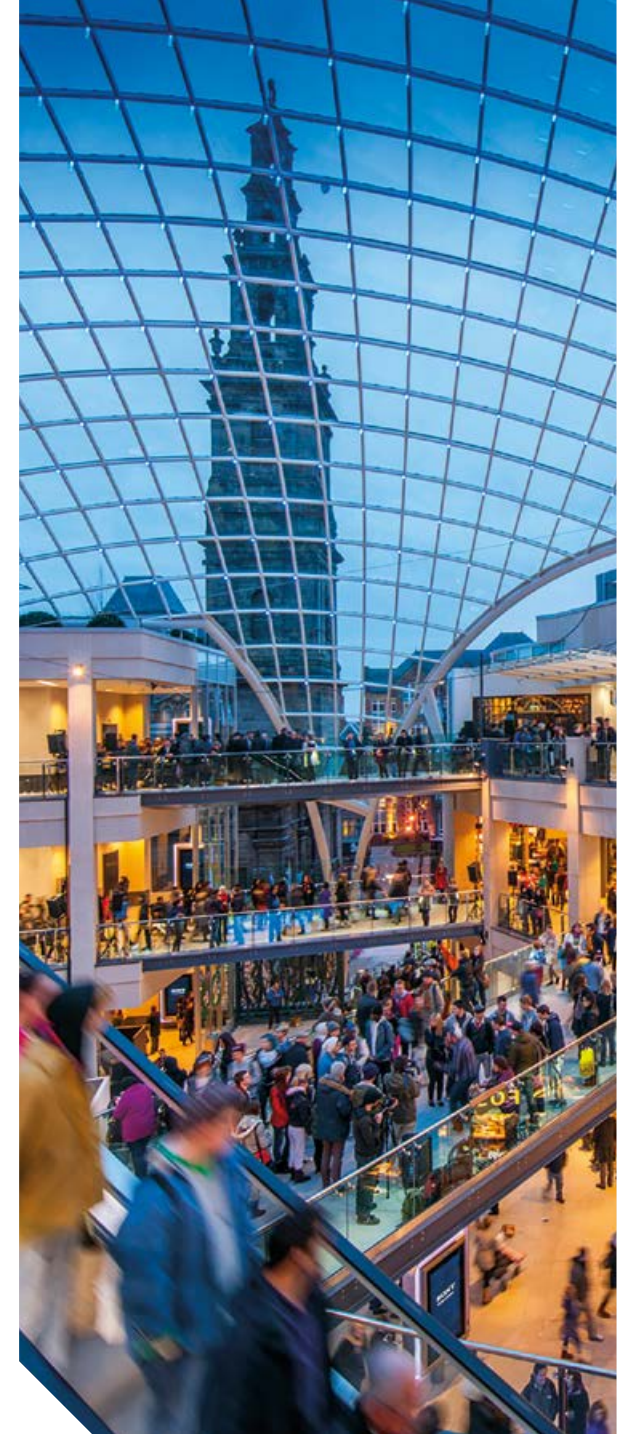
RETAIL AND THE VISITOR ECONOMY

In recent years major developments have helped cement Leeds as a national destination offering a range of activities and events, including the Leeds Arena which attracts one million extra visitors to the city annually and contributes £25m to the night time economy. Our hotel sector continues to perform well with further developments planned in the city centre.

And yet the sector faces significant challenges. For many, it is a second choice, or a sector in which people work to supplement study. And for many it is a pathway not to progression but to low pay and insecure work. And it is unattractive to young people in particular. In 2016 the city hosted for the first time the Big Hospitality Conversation, a national event to connect hospitality employers to potential recruits and to raise awareness of the sector's

career offering. Despite extensive promotion to the city's schools, interest in the event was very low. In part this is because potential entrants do not recognise, and perhaps the sector does not adequately promote, the incredible diversity of job roles it offers. From HR to e-commerce, visual merchandising to supply chain management, head chef to sommelier, the variety is probably unrivalled. Telling the story of this diversity and promoting the sector as an opportunity to build a career, not just a series of jobs, is one we need to better.

The focus of our interventions in the sector are therefore on raising awareness of the diverse career offer, improving the progression pathways within the sector and tackling low pay.



SECTOR INFORMATION

TOTAL JOBS	% OF ALL JOBS IN LEEDS	CHANGE IN JOB NUMBERS SINCE 2010	NUMBER OF BUSINESSES	GVA (MILLIONS)
69,900	16	-500	6,395	1,817

INTERVENTIONS



DRIVING INCLUSIVE GROWTH THROUGH CREATING AND PROMOTING ENTRY POINTS AND PROGRESSION PATHWAYS INTO AND THROUGH SECTORS TO LOCAL, NATIONAL AND INTERNATIONAL TALENT

ACTION: THE LEEDS RETAIL AND HOSPITALITY SKILLS CENTRE FOR EXCELLENCE (IN DEVELOPMENT)

In early 2017 the Council, working in partnership with the Leeds Business Improvement District, set out proposals to develop a centre of excellence for skills in retail and hospitality. Progress towards this has been good, with significant stakeholder engagement and buy-in and an outline business model developed. The launch of the centre in 2018 will meet a significant gap in the market for training and development, enabling providers to respond to aggregated demand and giving employers the opportunity to share their workforce needs.

MEDIUM
TERM

ACTION: THE LEEDS BIG HOSPITALITY CONVERSATION

In 2016 the national Big Hospitality Conversation was held in Leeds for the first time. This high profile event seeks to engage and enthuse young people in the sector, one which is growing strongly in Leeds. In 2018 we will stage the Leeds Big Hospitality Conversation, working with employers to promote the sector, and current and future job roles, to residents including schools.

LONG
TERM

NEXT STEPS

We said at the outset that the Plan should be a living document which changes in both ambition and actions as time passes. It should not be static, or unchanging, as this would undermine the action focused principle.

We also said the Plan should not have one single owner, but be collectively owned by stakeholders in the city. But in order to have real impact, the Plan needs a custodian, to prompt and challenge stakeholders, to review progress, and to identify new trends and challenges to the city's supply of talent that we will tackle. The Council's Employment and Skills Service will play this part.



Report author: Sandra Pentelow
Tel: 37 88655

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Date: 05 September 2018

Subject: Update on the Implementation of the Leeds Public Transport Investment Programme and how this supports the Leeds Inclusive Growth Strategy.

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 Following a request for Scrutiny from Cllr Judith Blake, Leader of Leeds City Council. The Scrutiny Board (City Development) conducted an inquiry which considered the role of the Council, the West Yorkshire Combined Authority(WYCA)/METRO and the city's public transport operators in relation to the decisions for both New Generation Transport (NGT) and Supertram.

- 2 In terms of future transport development the terms of reference for this inquiry outlined that the Scrutiny Board would also make an assessment of and, where appropriate, make recommendations regarding
 - a) the developing transport strategy including short, medium and long terms options, and
 - b) how the needs and aspirations of communities and stakeholders would be met through engagement and involvement in the shaping and delivery of transport schemes and projects.

- 3 The Board agreed its inquiry report on the 27th of September 2017¹ which stated the Scrutiny Boards intention to undertake ongoing monitoring of the Leeds Public

¹
<https://www.leeds.gov.uk/docs/Leeds%20Scrutiny%20Inquiry%20Transport%20for%20Leeds%20Supertram%20NGT%20Beyond.pdf>

Transport Investment Programme and the delivery of future transport initiatives arising from the programme.

- 4 Appended is the report presented to the Executive Board on the 25th of July 2018, which provides an overview of the current position, for the Scrutiny Boards consideration.
- 5 Nigel Foster, Chair of the Leeds Transport Expert Advisory Panel, has been invited to attend to present the views of the panel and highlight the work they have undertaken to date.

Leeds Inclusive Growth Strategy 2018 2023 – Transport infrastructure and investment supports to support the Big Ideas.

- 6 The Leeds Inclusive Growth Strategy 2018 – 2023, was agreed by Executive Board on the 27th of June 2018. The Strategy complements the aims in the Best Council Plan to encourage growth that is sustainable and inclusive, and supports the delivery of best council plan priorities. It provides a framework for how best to deliver growth that is inclusive and benefits all citizens and communities. The strategy references transport infrastructure improvement (Big Idea 8) and the Leeds Public Transport Investment Programme. It also highlights the importance of ‘connecting people to jobs by improving links between the city centre and surrounding communities’ (Big Idea 6) and ‘strengthening transport links to enable people to access jobs (Big Idea 7) .
- 7 At the July 2018 Scrutiny Board meeting the Board resolved that items scheduled in the work programme would receive further consideration in the context of the Inclusive Growth Strategy to support the Boards inquiry for 2018/19. This requirement is reflected in the terms of reference also presented at today’s meeting. In response, the information in paragraphs 8 – 14 has been provided by representative officers from City Development who will also be in attendance at the meeting to respond to any questions arising.
- 8 In terms of the themes for “Supporting places and communities to respond to economic change (5) “ and “Building a federal economy – creating jobs close to communities (7)” key areas of activity are associated especially with the LPTIP bus programme and developing themes for bus connectivity. At this stage work is continuing with the Combined Authority with their West Yorkshire wide programme to review the bus network. This work which will engage with both bus operators and communities is designed to examine and test whether the present networks are fulfilling expectations in terms of connectivity and what improvements may be required. It will also test on matters of affordability in terms of services provided with revenue support from the Combined Authority and commerciality with respect to those provided by operators with a view to continuing seek the best value and service to the wider community. Capital funding is earmarked with the LPTIP for contributions to the improvement of existing local public transport hubs and where a case is identified the establishment of new ones to maximise interchange and connectivity to get the best out of existing services and emerging future approaches.
- 9 Alongside the above work and recognising that the traditional models of bus service provision are not always able to fulfil community aspirations for local connectivity a

separate piece of work on Connecting Communities is being prepared to begin looking at more local specific issues. The initial study areas are yet to be defined but this work will look at both needs and the role of non-traditional methods of provision such as demand responsive transport and the possibilities of the “mobility as a service “ concept for the provision of services in the future.

- 10 Work on the wider programme on capital investment of both wider transport investment programmes funded through the West Yorkshire Plus Transport Fund, Government grants such as the National Productivity Fund and the LPTIP addressing the question of the challenge of objective 8 “21st Century infrastructure”. In connectivity terms the contract for the first phase of the East Leeds Orbital Road scheme has been awarded and has seen the start on site of the complementary A6120 junctions package for completion next year, whilst the final preparatory stages for orbital road are now being entered with the publication of the required Orders which are expected to be examined early next year to allow a start of works during 2019/20.
- 11 Stage 2 of the consultation of the proposals LPTIP for corridors and gateways has been largely completed and work is progressing on further development with a view to commencing some early investments from early 2019. Initial consultation on the rail proposals for new stations at Thorp Park and White Rose have been concluded and the results are now being reviewed prior to progressing further with proposals to the necessary Outline Business Cases early in 2019. Development of proposals for a new parkway station to serve Leeds Bradford Airport are proceeding alongside the progression of plans for the new link road. It is anticipated that consultation on this connectivity package will begin over the next 6 month period with a view thereafter to bringing recommendations to Executive Board and the Combined Authority on their further development and outline business case recommendations.
- 12 Alongside the local work, detailed dialogue is taking place with DfT, HS2 and Transport for the North on the further development of the Trans-Pennine Route Upgrade scheme and on the suggested “touchpoint” interfaces with HS2 which may form part of the future Northern Powerhouse Rail project. All these work-streams are expected to begin to yield results over the next 6 to 9 months as outline proposals are firmed up and as the Government moves HS2 forward to the draft Hybrid Bill stage for HS2 Phase 2b. Looking further beyond a study is currently underway to fully understand the opportunities and options for connectivity investment across West Yorkshire’s network with a focus on ensuring the best possible solutions for interchange with new strategic rail interventions and also the interface with local networks. This piece will inform both pending submissions to the Government’s Transforming Cities fund and also more specifically for Leeds the case for future options for mass transit development whilst acknowledging the increasing role the heavy rail network is taking for this function.
- 13 Development of these wider programmes comes together in the city centre and is therefore critical in shaping the more spatial specific work to accommodate connectivity to the centre and mobility within the centre as a community. Achieving a functional transport system alongside the aspirations for place-making are therefore fundamental to the delivery of objective 6 “Doubling the City Centre”.
- 14 A package of transport investments known as the City Centre Package is being assembled the first part of this of which is an improvement to Armley Gyatory which is

being developed further following initial public consultation in the summer. The next steps for the city centre will be to move towards final recommendations and submission for planning during 2019 with intention of commencing works in 2020/21. This scheme will also align with emerging plans for places and spaces in the city centre, most notably the rethinking of City Square. The wider network improvement is being planned to support both the emergent proposals and business case for the Integrated Leeds Rail Station and HS2 and the final bids for the Housing Infrastructure Fund later this year and to dovetail with bus corridors and gateways included within LPTIP. At the same time it is recognised that the resilience of the transport infrastructure is recognised, particularly the Inner Ring where in the short term investment is needed in the Regent Street bridge and in the longer term a sustainable approach is needed for the maintenance of the ageing structures elsewhere on the route.

Recommendations

- 15 The Scrutiny Board (Infrastructure, Investment and Inclusive Growth) is recommended to consider the information provided and make further recommendations as deemed appropriate.

Background documents

- 16 None used²

² 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.

Report of Director of City Development

Report to Executive Board

Date: 25 July 2018

Subject: Update on Progress and Implementation of the Leeds Public Transport Investment Programme (LPTIP)

Are specific electoral wards affected? If yes, 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 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

- Leeds is a growing and successful city with the Best City Ambition for a Strong Economy and a Compassionate City. The proposals in this report support the priorities for 21st-Century Infrastructure and Health & Wellbeing in:

 - Improving transport connections, safety, reliability and affordability;
 - Improving air quality, reducing noise and emissions;
 - Supporting healthy, physically active lifestyles.

These support the outcomes we want for everyone in Leeds to:

 - Move around a well-planned city easily;
 - Enjoy happy, healthy, active lives.
- In the city centre, there has been extensive development in recent years, reinforcing the city's position as a major retail and office location. Alongside the planned housing growth that is required in future years, it means significant investment in the transport system is needed in the short, medium and long term to support the level of growth recently experienced and anticipated. The growth of Leeds' economy is crucial to helping achieve better economic outcomes across the region and the North.

3. Against this background of growth across the city, because of a lack of investment over a number of years, it is evident that the development of Leeds' transport infrastructure has not kept pace and remains a big challenge.
4. Leeds, like any major city, suffers from congestion which can adversely impact on both residents and businesses, particularly when there is a road accident or an incident, such as a water main burst, at a key location. Statistically it is the case however that Leeds is not the most congested city. TOMTOM's traffic index for 2016, measuring congestion worldwide at a city level, ranked London 25th, Manchester 39th, Newcastle-Sunderland 64th, Liverpool 78th, Glasgow 88th, Birmingham-Wolverhampton 109th and Leeds-Bradford 110th.
5. To start to address the transport challenge and achieve our ambitions, the Council is leading on major schemes within the £1bn West Yorkshire Transport Fund, including the East Leeds Orbital Road and Airport Link Road. In addition, with £174 million of DfT funding, the Council is now well placed to progress the first cross cutting national investment in public transport in Leeds for decades. The model being used is now being replicated by the Department for Transport's Transforming Cities Fund.
6. Working with other partners, including the Combined Authority, Network Rail, bus operators and key businesses, a comprehensive package of interventions has been brought forward and is now being progressed.
7. The Leeds Public Transport Programme (LPTIP) consisting of £270m from the DfT, LCC, Combined Authority, bus operators and developers will deliver significant investment in public transport up to 2021. First Bus have already introduced 34 of the latest high quality, clean buses into the fleet with a further 250 as part of a £71 million investment programme. Similarly 37 Arriva buses which meet the latest emission standards are operating in Leeds.

The LPTIP programme will deliver:

- Bus Priority Corridors;
- City Centre Gateways;
- New sites and expansion of existing bus and rail park & ride sites;
- Rail Stations Accessibility and New Stations;
- Complementary investment in bus services and low emission vehicles.

8. In June 2017 Executive Board approved a total of £15.31m to progress the programme and carry out feasibility design. Approval is now being sought to advance the initial schemes in the programme.
9. The city has seen key investment in transport in the last few years. Park & Ride use has continued to grow at Elland Road and Temple Green reducing congestion, and improving air quality in the city. The opening of Leeds Southern Station Entrance and Kirkstall Forge Railway Station have supported the growth in rail use.
10. The arrival of HS2 into an integrated station is a once in a generation opportunity which will transform the internal and external environment of Leeds station and the surrounding area. The Council continues to work with partners to deliver the Leeds Integrated Station Masterplan published last year.

11. On the highway significant junction improvements to tackle congestion at Thornbury Barracks and Rodley were funded through successful bids to the DfT's pinchpoint programme. Further key junction upgrades on the outer ring road are due to start on site imminently ahead of the East Leeds Orbital Road which has been given planning approval. Further funding has been secured for signal equipment upgrades on the A65 to manage traffic and ease congestion.
12. The second phase of the City Connect Cycle superhighway scheme is on site and a successful bid for a cycle superhighway on the outer ring road in the north of the city was recently approved by DfT.
13. Highways England recently announced their preferred option for an improvement scheme on the M621 with a programmed start on site in 2020. The Council have been working closely with Highways England to ensure this scheme contributes to the delivery of transport, regeneration and land use strategies that support the cities inclusive growth, particularly in the South Bank.
14. Delivery of the Connecting Leeds Vision plays a crucial role in tackling air quality in the city. Executive Board has recently approved proposals for a Clean Air Zone which the proposals in this report complement. Changing both vehicle technology and travel mode choices will tackle the congestion and health challenges in a sustainable, equitable and complementary manner.
15. The Council's work on this agenda has been supported and challenged by a Cross-Party Members' Group and national transport experts via the Expert Advisory Panel. The Panel has found these programmes to be soundly based and reflective of the evolving focus of the transport strategy and to be fit for the transformational purposes for which they are intended A report from the Panel outlining support for the work to date is attached as Appendix A.

Recommendations

16. Executive Board is recommended to:
 - (i) Note the progress since April 2016 on developing proposals and the public consultations;
 - (ii) Note the report from the independent Expert Advisory Panel;
 - (iii) Note the development work on the popular Park and Ride sites and to support the continued roll out of the park and ride programme including:
 - (a) Progress on the feasibility work at Alwoodley Gates in the North of the City;
 - (b) Approval of the submission of a planning application for expansion of the Elland Road Park & Ride site and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approve the expenditure of £5.12m from the LPTIP Capital Programme to carry out detail design and construction of the site;
 - (c) Approval to the submission of a planning application for a new park & ride site at Stourton and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority approve the expenditure of £23.74m from the LPTIP Capital

- Programme to carry out detail design and construction of the Park and Ride site;
- (iv) Approve the expenditure of £11.98m from the LPTIP Capital Programme to carry out detail design and construction of the Bus Priority measures and cycling improvements on the route from the Stourton site into the city centre along Wakefield Road / Low Road / Hunslet Road;
 - (v) Approve the expenditure of £5.19m to be funded from the LPTIP Capital Programme for the detail design and construction of the initial schemes:
 - a A647 – Bradford to Leeds: Armley Road bus gate and bus stop relocation;
 - b A61(N) – Alwoodley to Leeds –
 - i Harrogate Road outbound bus lane/gate at Alwoodley Lane
 - ii Harrogate Road inbound bus lane to Outer Ring Road
 - iii Harrogate Road inbound bus lane to Street Lane;
 - c A58 – Oakwood & Roundhay to Leeds
 - i Easterly Road verge hardening for off-carriageway parking provision
 - ii York Street bus only;
 - d A660 – Adel to Leeds - Holt Lane signalisation.
 - (vi) The Chief Officer for Highways and Transportation is responsible for the implementation of the decisions outlined in this report.

1. Purpose of this report

- 1.1 The total value of the programme of works for LPTIP is around £270m. This report provides an update on the significant scheme and package development during 2017/18 and the first quarter of 2018/19 and sets out the next steps for delivering the Leeds Public Transport Investment Programme. Whilst much has been achieved to date and there have been positive comments made about the way public consultations have been undertaken, a great deal of work remains to be done, including ultimately the undertaking of major construction works in the city. Delivery against the Programme's timeline remains very challenging.
- 1.2 Officers undertook to return to Executive Board with regular updates on progress and in order to seek approval to carry out detail design and construction. This report seeks authority for the detail design and construction of the initial schemes.

2 Background information

- 2.1 Leeds Transport Infrastructure represents a major challenge for the City. Years of under investment and its impact on the city's economy and quality of life means a comprehensive package of interventions need to be progressed over the next decade. Accordingly, in order to achieve our stated ambitions, the Council is leading on major schemes within the £1bn West Yorkshire Transport Fund and working in partnership with the Combined Authority on the £174m LPTIP.
- 2.2 The schemes within this report are an important part of early moving the city towards our Connecting Leeds Vision which looks to create:
- A world-class connected city, that allows seamless end to end public transport journeys internationally, nationally, regionally and locally;
 - An ambitious city, that attracts and plans for inclusive growth;
 - A smart city that embraces innovative technology to efficiently use, manage and maintain the transport network;
 - A people-focused city, with well-connected neighbourhoods and a city centre that's easily accessible for everyone;
 - A healthy city, that allows more people to walk, cycle and be more active, with reduced traffic and emissions to create cleaner air.
- 2.3 In December 2016 Executive Board agreed the submission of an Outline Strategic Case for the Leeds Public Transport Investment Programme to DfT for £173.5m for public transport. With anticipated local and private sector contributions the total investment package is worth c.£270m. At present the total public funding confirmed comprises the contributions from DfT (£173.5m), LCC (£8.8m) and WYCA (£0.97m) totalling £183.3m. Set against the relative low levels of transport investment in Leeds and indeed the region when compared with other regions and especially London, this funding will begin to make a real difference in narrowing the gap and preparing for future investment and the leverage of further funds.
- 2.4 In June 2017 Executive Board approved the spend total of up to £15.31m from the £173.5m to progress the programme and carry out feasibility design. This programme of improvements is being jointly developed by LCC and the West Yorkshire Combined Authority.

- 2.5 The Outline Strategic Case proposed a package of public transport improvements that, taken together, will deliver a major step change in the quality and effectiveness of our transport network. Headline proposals, include:
- A new Leeds High Frequency Bus Network – over 90% of core bus services will run every 10 minutes between 7am and 8pm;
 - Development of three new rail stations for key development and economic hubs serving Leeds Bradford Airport, Thorpe Park and White Rose;
 - 2,000 additional park and ride spaces with the first new site opening at Stourton;
 - 1,000 more bus stops with real time information;
 - Making three more rail stations accessible at Cross Gates, Morley and Horsforth;
 - Creating 21st Century interchanges around Vicar Lane, the Headrow and Infirmary Street and improved facilities in our district centres;
 - Providing improved connectivity across areas.
- 2.6 In addition investment by bus companies to provide new, comfortable, and more environmentally clean buses with free wi-fi and contact-less payments which will achieve an estimated reduction of up to 90% in bus related NOx emissions by 2020. The first of these buses are already on our streets.
- 2.7 The aims and ambitions of this package of public transport improvements have been informed by the ongoing Transport Conversation and the schemes have been selected to deliver the following aspirations:
- Move forward the goal of doubling bus patronage from 2016 levels within 10 years;
 - Support economic growth by unlocking transport constraints in key growth areas and across the city;
 - Align with the emerging Leeds Transport Strategy, West Yorkshire Transport and Bus Strategies, as well as the national/pan northern growth strategies including HS2 and Northern Powerhouse Rail;
 - Improve health outcomes especially air quality by reducing transport emissions and making a significant contribution towards compliance with DEFRA's legal requirement of the city;
 - Complement the existing schemes being delivered through the WYTF such as Leeds City Centre Package and the Corridor Improvement Programme;
 - Reflect the key messages from the Transport Conversation in terms of improving public transport operation and quality;
 - To leverage match funding from the private sector, both public transport providers and developments / businesses who will benefit from the public investment;
 - Cognisance of and adaptability for the delivery of the longer term strategy.

3 Main issues

3.1 Continuing Progress on Transport in Leeds

- 3.1.1 Much has been achieved in the last few years, such as the continued growth in use of Park & Ride sites at Elland Road and Temple Green reducing congestion, and improving air quality in the city. The opening of Leeds Southern Station Entrance and Kirkstall Forge Railway Station have supported the growth in rail use. Working with partners Rail North and the Combined Authority much needed additional capacity has been secured through franchise commitments by Northern and Transpennine. Larger and additional trains have already started to be rolled out and by December 2019 there will be increase of more than 30% peak morning seats into Leeds and Manchester for Transpennine services.
- 3.1.2 On the highway significant junction improvements to tackle congestion at Thornbury Barracks and Rodley were funded through successful bids to the DfT's pinchpoint programme. A successful bid for NPIF funding to bring the signal equipment up to the latest standard on the A65 was announced earlier this year, with these improvement to manage congestion to be implemented in 2018-2020. The improvements to the method of control will increase resilience to unplanned incidents on the network and provide greater network monitoring coverage.
- 3.1.3 Highways England recently announced their preferred option for an improvement scheme on the M621 with a programmed start on site in 2020. The M621 is a strategically important part of Leeds' transport network as it functions as two major arterial routes and part of the inner ring road. The council have being working closely with Highways England to ensure this scheme contributes to the delivery of transport, regeneration and land use strategies that support the cities inclusive growth, particularly in the South Bank.
- 3.1.4 Delivery of the Connecting Leeds Vision plays a crucial role in tackling Air Quality in the city. Executive Board will consider proposals for a Clean Air Zone which the proposals in this report complement. Changing both vehicle technology and travel mode choices will tackle the congestion and health challenges in a sustainable, equitable and complementary manner.
- 3.1.5 Executive Board will also consider the refresh of the City Centre Vision later in July 2018. Changes within the city's transport provision plays an important part in delivering this vision. The arrival of HS2 into an integrated station will transform the internal and external environment of the station. Construction of HS2 is scheduled to start in 2024 and the resilience of the city during 8 years of construction requires planning now. The plans within the South Bank framework SPD sets out the highway and transportation interventions which need to be delivered prior to HS2 construction.
- 3.1.6 The Council is developing a number of proposals to improve connectivity and enable housing delivery through the Housing Infrastructure Fund. The programmes are being co-ordinated alongside urban realm investments to create a connected, green and welcoming city centre which is people focused and enhances the character of Leeds.

3.1.7 The Combined Authority is leading on a Connectivity workstream as part of the HS2 Growth Strategy to develop mass transit proposals for the city region. The initial findings of this work will be reported to Executive Board later in the year. Alongside this work The Combined Authority is also developing a bid for the DfT's Transforming Cities Fund to implement complementary measures in the city and neighbouring authorities to the proposals.

3.1.8 The Leeds Cycling Starts Here Cycle Strategy was developed by a range of partners from across the city to promote and develop cycling as a sustainable mode of travel, a sport, and to support the improvement of health and wellbeing. This strategy was formally approved by Leeds City Councils' Executive Board in June 2017. Since the Tour de France in 2014 Leeds has seen a marked increase in cycling across the district, this has been further encouraged by infrastructure schemes such as City Connect, the West Yorkshire Police safe pass initiative and the increase in 20mph schemes around schools and residential areas.

3.2 LPTIP Progress to Date

3.2.1 On the 21st of April 2017 the Government confirmed the release of the £173.5m funding. One of the conditions from the DfT is that improvement schemes funded by the £173.5m must be substantially complete by 2020/21. In addition LCC and WYCA have given approval for contributions of £8.8m and £0.97m respectively towards the programme. Executive Board gave approval to spend £15.31m from the £173.5m to progress the programme and feasibility design to develop Outline Business Cases for individual schemes.

3.2.2 Since June 2017 key progress on the programme has included:

- Appointing a development partner (WSP) to identify issues, potential solutions and feasibility design for schemes to improve bus journey times and patronage;
- Undertaking an extensive period of consultation events;
- Continuing to work with the Expert Panel in developing the strategy that underpins the proposals;
- Commencing feasibility design on the initial schemes as described in Sections 3.3.2 to 3.3.5 Progressing the expansion of Park and Ride sites in Leeds; Completing feasibility design on Elland Rd phase 3, and Stourton: commencing feasibility on Pudsey Rail Station and investigating Alwoodley Gates off the A61 in the north of the city as a potential site;
- Upgrades of the Bus fleet in Leeds by Operators as described in Section 3.11
- Technical feasibility studies progressing in preparation for the public consultation in Summer 2018 on new Rail Stations at Leeds Bradford Airport, Thorpe Park and Millshaw;
- Schemes identified to improve the accessibility of Morley, Cross Gates and New Pudsey Rail Stations;
- Commencing procurement of delivery partners for contract award in July 2018 to carry out detail design and construction of the LPTIP highway schemes.

3.3 Bus Priority Corridors

- 3.3.1 An essential component of the target to double bus patronage is to improve the reliability and times of bus journeys. Improvements therefore need to be made on the key bus corridors coming into the city and within the city centre itself. To determine the optimum improvements in street infrastructure all of the relevant baseline data along the key corridors and city centre was analysed such as, traffic speeds and flows of public and private transport, bus patronage by stages, general bus routing information, accident details, junction hotspots, land ownership, site allocations plans, non-motorised- user (NMF) facilities and usage parking etc. Together with site observations and discussion with Stakeholders schematic plans were prepared on a number of potential interventions that will address existing issues and enable improvements to be made for bus passengers; principally more reliable and quicker bus journey times and better waiting facilities. These schematic plans were then used as a basis for the first phase of the consultation and engagement that was undertaken.
- 3.3.2 This first phase consultation was undertaken in February and March on proposed initial concepts on 3 of the key routes; Bradford to Leeds, Alwoodley to Leeds and Oakwood & Roundhay to Leeds (See Section 4.1). The feedback from this consultation is still being analysed but from this schemes will be selected for feasibility design and further engagement.
- 3.3.3 However from the investigations undertaken and emerging feedback obtained 7 initial schemes have been identified. It is proposed to start construction as soon as possible on early these initial schemes in order to adhere to the spend profile required by the DfT and to spread the duration of construction activity to avoid excessive disruption later in the programme;
- A647 Bradford to Leeds Route: Modifications to bus gate, bus stop and toucan crossing arrangements at Gloucester Terrace junction (including carriageway resurfacing, modifications to footway/cycle track and renewal/upgrade of signals). The proposals will reduce delays currently experienced by outbound buses by improving detection and better coordinating management of the network, given the various interacting constraints present in the area;
 - A61N Alwoodley to Leeds:
 - (i) Outbound bus lane along Harrogate Road on approach to Alwoodley Lane/Wigton lane junction (including carriageway resurfacing), with bus gate introduced at existing signals for displaced right turn;
 - (ii) Inbound bus lane along Harrogate Road on approach to Outer Ring Road roundabout (including carriageway resurfacing works) to tie-in to upgrade scheme at main junction funded as part of ELOR. It is proposed that this scheme is delivered by the ELOR contractor to minimise disruption in the area;
 - (iii) Inbound bus lane along Harrogate Road on approach to Street Lane at Moortown Corner (including carriageway resurfacing works and renewal of signals)
- 3.3.4 All packages will reduce bus delays by ensuring buses are able to reach the front of the queues that exist on approach to the three signalised junctions.
- A58 Oakwood and Roundhay to Leeds Route

- (i) Verge hardening to facilitate removal of on-carriageway parking along Easterly Road (where required) – This will reduce delays currently experienced by buses when trying to negotiate parked vehicles dispersed at different points along the nearside lane.
- (ii) Conversion of York Street to bus only between St Cecilia Street and Duke Street. This will reduce delays to buses that result from the requirement to mix with general traffic over what is a short, congested link into the city centre. This scheme is being prepared in conjunction with the City Connect works planned for York St. A660 Adel to Leeds.
- (iii) New signalised junction at Holt Lane (including carriageway resurfacing works and renewal/upgrade of signals). The proposals will reduce delays currently experienced by buses trying to egress onto Otley Road from the Holt Lane junction. They will also extend cycle network coverage beyond the Outer Ring Road on what, within the Outer Ring Road, is the heaviest use cycle corridor in the city. This will further amplify the benefits of cycle facilities being introduced as part of the Lawnswood Junction scheme which is, reducing the reliance on car for short trips and ensuring cyclists do not come into conflict with buses. Proposals are being investigated for improvements to the Lawnswood Roundabout which will be consulted upon in June/July and will be the subject of a separate report to Executive Board later in the year.

3.3.5 Except where noted above all of the schemes are being prepared for detail design and construction by the, (to be appointed) Delivery Partner, starting summer 2018 to be complete in 2018/19 financial year. The cost of implementation of all of the above schemes is £5.19m including detail design and construction. This sum is to be funded from the LPTIP Capital Programme.

3.4 Park and Ride Expansion

3.4.1 Park and Ride is an essential component of the city's transport strategy enabling improved access to the city centre to support the growing economy. It reduces the demand for city centre parking and allows more economically efficient use of city centre land. Reducing congestion and transport emissions in the city centre increases the possibilities of the breakthrough projects, 'rethinking the city centre' and 'cutting carbon in Leeds'.

3.4.2 The existing Park and Ride sites are continuing to grow in popularity with average daily number of passengers at Elland Rd and Temple Green over 800 and 570 respectively. The latest low emission buses have recently been introduced at both sites by the operator. With increasing demand for travel particularly to the centre of Leeds there is a need to provide additional Park and Ride provision. Potential sites across the City have been investigated for their suitability taking into consideration; proximity and ease of travel to the City Centre; size and access from Motorways or other busy radial routes, and from this the following sites are being progressed.

3.5 *Elland Road*

3.5.1 The Elland Road P&R facility first opened in July 2014 with the provision of 425 parking spaces and a number of bus priority measures into Leeds city centre. This was subsequently expanded through the development of an overflow parking

section to make up the current total of 800 spaces, however demand continues to grow and cars are needing to use the overflow area on most days. There is therefore a need to build in further capacity.

- 3.5.2 It is proposed to provide an additional 550 parking spaces to cope with this increasing demand.
- 3.5.3 As part of the scheme, it is also proposed that an additional bus be added to the services, which would increase the frequency of the bus service at peak times from every 8 minutes to every 6 minutes, providing a benefit for existing users of the site, as well as attracting new users.
- 3.5.4 Electric vehicle charging points will be provided and the whole site will be covered by appropriate security measures. To accommodate the requirements for disabled parking, provision will be provided within close proximity to the bus terminus resulting in a change to the existing site's parking arrangements.
- 3.5.5 In addition, a new two-way road with associated crossing points to the north of Leeds United Football Club is proposed, which would provide a link between Bobby Collins Way and Lowfields Road. This is planned to be a 'bus only' route, but would have the capacity to cater for both match day arrangements (should the police see fit to open this to general traffic when supporters are leaving) and provide future flexibility in operating arrangements.
- 3.5.6 Discussions have been held with Leeds United Football Club to ensure that the P&R proposals are compatible with the Club's development plans. Public consultation on the proposals has been carried out in June/July 2018. Subject to satisfactory consultation it is proposed that a planning application be submitted later in the Summer, and if granted construction to begin in Spring 2019 and opening towards the end of the year. The estimated cost of this extension is £5.12m including detail design and construction. This sum is to be funded from the LPTIP Capital Programme.

3.6 *Stourton*

- 3.6.1 It is clear from the success of the other Park and Ride sites and the modelling forecasts undertaken that there is need for increased Park and Ride provision in the South of the city. Potential sites have been investigated for their suitability and Stourton has the advantage of being able to easily intercept traffic travelling towards Leeds on the motorway network and A61 thereby reducing traffic levels in the South of the city.
- 3.6.2 Improvements to Wakefield Rd/ Pontefract Rd/ Hunslet Rd and Meadow Lane for buses, cyclists and pedestrians will improve bus journey times for all buses on this route including the new service from Stourton Park and Ride.
- 3.6.3 Other potential sites in the South of the City suffer from a combination of land ownership issues, inferior access to the motorway network and / or route to the city centre and size.

- 3.6.4 Stourton Park & Ride has been identified as a priority scheme for early delivery within the programme and the site has been included in the Unitary Development Plan since 2001, including its most recent review in 2006.
- 3.6.5 Establishing a Park and Ride in Stourton with a high quality, high frequency bus service and will encourage a higher public transport mode share and therefore reduce existing and future development vehicle trips, reducing congestion and delivering sustainable transport for the city, facilitating the full potential of Leeds South Bank and the Clean Air Zone.
- 3.6.6 Stourton Park & Ride is also a prime location for a future EV charging hub and has potential for the proposals to include solar power generation on site. The latter forms part of a European Regional Development Fund (ERDF) renewable energy bid. The outline bid application was submitted in November 2017 and accepted at outline stage on 9th February 2018 along with an invitation to progress to the submission of a full application. The full bid application was submitted in June 2018 and a decision on the Grant Award is anticipated in November 2018. These considerations are still being explored as part of the scheme development, but will enhance the green credentials further. In due course when procurement for the new bus service for the site is undertaken this will reflect the ambition to have ultra-low emission electric buses providing the services.
- 3.6.7 Detailed analysis has identified that the site location adjacent to the M621 motorway network is ideally suited to intercept traffic heading toward Leeds city centre before it experiences any significant congestion.

The site comprises:

- Up to 1200 car parking spaces including disabled and parent/child spaces;
 - Bus stop arrangements to accommodate 2 buses and a bus layby to facilitate an electric bus charging point;
 - Passenger waiting facilities including a site office, ticket machines, real-time information, customer toilets and small units for potential retail /small business opportunities;
 - Enhanced landscaping and tree planting to meet Green Streets standards, including leisure facilities, with options such as picnic tables, seats, a fitness trail and biodiversity provisions being investigated;
 - Proposed footways and cycle ways through and around the site to promote leisure use and link to recognised pedestrian and cycle routes on the wider strategic network;
 - Electric bus and car charging facilities;
 - Gates, fencing, lighting and CCTV for security.
- 3.6.8 The highway layout is to be revised to ensure easy access to the site for customers and priority egress for buses. Junction 7 of the M621 is to be upgraded by Highways England and appropriate signing will be installed on the strategic network.
- 3.6.9 The route of the service along Wakefield Rd, Pontefract Rd Hunslet Rd and Meadow Lane and intermediate stops have been determined to provide a balance between providing an express service for P&R customers and yet serving all the potential destinations in the city centre, south bank and education establishments.

The buses will be given a distinctive identity and branding to easily identify them as the link between the Park & Ride and city centre consistent with the two other established park and ride sites. These measures will also improve bus travel for residents from Middleton, Belle Isle, Hunslet, Rothwell and the wider area as well as serving the Park and Ride site through dedicated bus lanes that will deliver journey time and reliability improvements for services; 12, 13, 13A, 47,48, 63, 74, 110, 167, 168, 189, 410, 444 and 446.

- 3.6.10 In addition to the proposed bus route infrastructure including around 6km of bus lanes, the overall scheme aims to provide fully segregated high quality cycle facilities along the route to allow safe and efficient movement by cyclists. The scheme will include: junction designs that accommodate cycles, segregated cycle crossings, improved pedestrian crossing facilities, cycleway bypasses of bus stops, cycle priority at side roads and signed links to and along quiet streets. These proposals will create a safer and more attractive environment for cycling along the A639 Low Road/A61 Hunslet Road corridor. The provisions also incorporate improvements and benefits to pedestrians and provision for the enhancement of the urban realm either as part of the scheme directly or by provision for future investment and development particularly in the South Bank area. This approach builds on and delivers the aspirations set out in the South Bank Framework and thereby supporting the major regeneration of the area, which will provide over 35,000 new jobs and 4,000 new homes. This fits within the Best Council Plan strategic aims to promote sustainable and inclusive economic growth by improving the economic wellbeing of local people and businesses and the 2018/19 Best Council Plan priorities on 'Low carbon' and 'Transport and infrastructure.
- 3.6.11 The bus service will be procured by WYCA. The minimum specification for the buses will be electric buses, however bids which include lower emissions vehicles will also be evaluated. Within the contract for the bus service will be a provision to share future profits between LCC, WYCA and the bus operator once patronage grows beyond a specified level.
- 3.6.12 There is potential for two-way use usage along the route promoting stops outside First Direct Bank and the education establishments.
- 3.6.13 The initial period of public engagement for the Park & Ride proposals, including associated bus corridor improvements, occurred between September 18th and October 27th 2017 as described in Section 4.1. Although there was positive reaction from the online survey indicating that over 50% of respondents would consider using the Park & Ride there was significant concerns raised at a local level relating to increases in traffic accessing the site, ensuring adequate drainage and landscaping designs and the close proximity of the car park to Hunslet Cemetery.
- 3.6.14 Working closely with local Ward Members and following several meetings with representatives from the local community, modifications have been made to the design in advance of the submission of the Planning Application. Mitigation measures introduced include significant landscaping features surrounding the park & ride site to help mask the development from Hunslet Cemetery and nearby houses. These proposals will include evergreen planting to be effective all year round and will introduce woodland paths & cycle tracks to add to the amenity value. The landscaping will also help mitigate any noises generated within the car park and the dominant background noise of the nearby motorway. The provision of

electric buses at the Park & Ride will not only help to keep noise to a minimum during operational hours but they have zero CO2 emissions thereby making it a clean bus service. EV charging points at Park & Ride sites attract electric car users. The provision of CCTV in and around the site will help combat anti-social behaviour, together with the proposals to divert the existing Public Right of Way, to connect Parnaby Road with Ring Road Middleton through the park & ride site instead of through Hunslet Cemetery. To mitigate any indiscriminate parking on local roads adjacent to the site, waiting restriction proposals for surrounding areas are being considered (initially as an experimental order) should the need arise. We are also pursuing local Ward Members' wishes to remove the potential expansion area for car parking to public open space.

- 3.6.15 Further information events have been held in June/July along the Hunslet Road corridor and around the Stourton site in advance of a planning application submission. More specific Stourton park and ride consultation was held on the 12th July locally, alongside the corridor consultation. Feedback from these events will be considered for the detailed design stage. Subject to the outcome of this Executive Board a Planning Application for these proposals is being progressed and will be submitted subject to the approval of this report by Executive Board. Further opportunity to comment on the proposals will be available during the planning application process.
- 3.6.16 An annual renewable licence for horses to graze on land, which includes (but is not limited to) the area identified for the Park & Ride car park site, is currently in place. The grazing land is located both sides of Ring Road Middleton. This licence has recently been re-granted in April 2018 but is not a rolling contract as the term of the license is for 364 days/year. The licence is not exclusive and allows access to the land e.g. for the purpose of surveys. The license is not guaranteed to be renewed every year and can be terminated all or in part with one month's notice. It is envisaged that the licence would continue to be renewed in the future, including the remaining land that is surplus to requirements and that this would appeal to the licensees rather than terminating the licence completely.
- 3.6.17 Improvements to the Thwaite Gate (Wakefield Rd/Pontefract Rd) junction require land from LCC Asset Management that is currently leased out under a 6 month lease to First Direct for car parking. Replacement parking can be provided within the LCC owned site.
- 3.6.18 The costs of delivery of the Stourton Park and Ride site is £23.74m. This includes detail design, construction, client management and communication and engagement. This sum is to be funded from the LPTIP Capital Programme.
- 3.6.19 The costs of the improvements along Wakefield Rd, Pontefract Rd, Hunslet Rd including improvements to the Junction 7 roundabout and associated highway works is £11.98m. This includes detail design and construction, client management and communication and engagement.
- 3.6.20 Construction of the scheme is programmed to start in Spring 2019 and be open by Summer 2020.

3.7 *Alwoodley Gates*

- 3.7.1 An investigation into potential Park and Ride sites in the North of the City has been undertaken to identify potential sites that could be developed by 2020/21 for inclusion into the programme. The Alwoodley Gates site opposite Leeds Grammar School has emerged as the site offering greatest potential for delivery. This location has been identified in the UDP for many years as a Park and Ride site. Improvements for bus travel planned along the A61 corridor into the city will further enhance its attractiveness as an alternative to driving into the city from the North. Demand forecasting and layout optioneering are currently ongoing. Further approvals for Alwoodley are likely to be sought in due course.

3.8 New Rail Station Programme

- 3.8.1 Historically rail investment in Leeds and the region has been patchy and intermittent and lower than elsewhere; very significantly so compared with London and the South East. Since the 1980's only one new station, Kirkstall Forge, has been built in Leeds. However, with new rail stock investment now taking place for the Trans-Pennine and Northern franchises, the ongoing development of the Transport Pennine Route Upgrade (TRU) and HS2 and Northern Powerhouse Rail in the pipeline this position is expected to change markedly over the next few years and with the decade. The three new Rail Stations are identified in the LPTIP, Thorpe Park, Leeds Bradford Airport Parkway and White Rose (at Millshaw) are therefore a welcome opportunity to make a real change to station provision in Leeds and to support economic growth through some of the key development sites in the city, where new access to rail offers a rail opportunity to maximise their impacts and access to jobs from a wide hinterland in the region. These schemes are development through concept and outline design stages to allow the presentation of full outline business cases to the Combined Authority and Department for Transport later this year/early 2019. In the meantime the initial public engagement on the proposals at the three sites is planned to take place from July onwards to be completed with consultation on the integrated connectivity to the airport and development hub during the autumn. Plans at Thorpe Park are being integrated with the development proposals at the adjacent White Rose site and across the wider East Leeds extension. The proposed station at White Rose is planned in conjunction with the emerging development planning of the adjacent area and will also expand opportunities for local access. In both cases the schemes are being developed in conjunction with Network Rail so that they can be shaped around TRU proposals and the wider service planning for this key pan-Northern route. The programme has also made provision for access upgrades at Horsforth, Morley and Cross Gates where the plans will again be influenced by the TRU programme and any opportunities this may provide as the detail begins to emerge from later this year.

3.9 New Pudsey Park & Ride A car park expansion to serve New Pudsey rail station

- 3.9.1 Potential design solutions are being investigated to feed into the Outline Business Case during 2018-19. Consultation on these options will be carried out later this year.

3.10 Rail Accessibility Package

3.10.1 Access improvements are proposed at Cross Gates, Morley and Horsforth rail stations to achieve an unobstructed and step free accessible route to platforms.

3.10.2 The Combined Authority is currently in the process of agreeing the commercial contracting arrangement with Network Rail to complete the development work of the accessibility schemes. The Combined Authority / LCC are working together with the rail industry to identify opportunities of potential early delivery in parallel with the potential TRU early delivery works.

3.11 New Bus Vehicles planned and delivered for Leeds

3.11.1 All buses operated by Transdev in Leeds have been purchased as new within the past two years or extensively refurbished to an 'as new' standard including next stop information, USB power and Wifi. There are three buses that have not already been replaced (Coastliner vehicles) which will be replaced with three new high-spec buses (including the above features and tables, as well as to Euro VI standard) this year.

3.11.2 First have committed to delivering 284 new vehicles by the end of 2020. Of these, 34 have been delivered and are in service (as of Spring 2018) and 8 hybrids for the park and ride services are due for delivery over the next two months. In addition, First have plans for new vehicles to be delivered in 2018/19 and 2019/20. First are also hoping to bid for Ultra Low Emission Vehicle funding for additional electric buses for delivery in 2019/20. Also Arriva Yorkshire received 37 new buses last year.

4 Corporate considerations

4.1 Consultation and engagement

4.1.1 The Transport Conversation and the £173.5 million programme proposals was reported to Executive Board on the 14th December 2016, and developed in response to the feedback from the Transport Conversation engagement process in the Summer/ Autumn 2016.

4.1.2 A three month Transport conversation in the Autumn of 2016, generated 8,169 questionnaire responses, (along with feedback from 100 workshops, meetings and presentations) demonstrating a keen interest in engaging with the city on issues of transport, both now and in the longer term.

4.1.3 The report showed that across the consultation there was a strong desire to travel more sustainably. In the workshops, letters and emails, many of the comments referred to wanting to improve public transport, walking and cycling routes and respondents felt that investment in the Leeds Transport System was vital to improve the economy and the environment. The key themes from the feedback included issues around bus reliability, cost, poor service and lack of accessibility of public transport; many people felt rail could offer improved capacity and access; there was also a strong demand for mass transit (tram) and further park and ride provision.

There was strong support for making the city a more people focussed place, including improved provision for pedestrians and cyclists, whilst reducing the impact of congestion and environmental impacts.

4.1.4 Since that time the Conversation has continued through the development of:

- A 'Connecting Leeds' Communications and Marketing Plan aimed at raising public awareness of Leeds' transport ambitions and the wide role connectivity plays in assisting inclusive economic growth for the city and Leeds City Region, improving health, greater social mobility through education, training and employment, and supporting independent lifestyles;
- A Bi monthly Cross Party meeting chaired by Cllr Wakefield which has had early sighting and involvement of the schemes as they progress;
- Reporting and presentation to all 10 Community Committees (Transport sub committees and Forums) in late autumn 2017. Discussing the results of the Transport Conversation relating to their area and progression of both the LPTIP and other transport improvements proposed or on-going for that area.

4.1.5 In addition a quarterly Expert Panel meeting has been set up to give an independent review of the LPTIP programme and schemes as they develop, as well as the medium to longer term transport strategy. An overview of the Panel work to date is provided in (Appendix A). In summary over the past 18 months the Panel were instrumental in advising Leeds on:

- The development of the LPTIP business case (£173.5m) in the autumn of 2016 and its successful DfT funding approval in April 2017;
- The challenges of delivering a transport programme of transformational change in a short period of time;
- The development of a phased programme of co-investment with other partners including identifying early wins with a clear narrative and story board of how these improvements would contribute to Leeds as a 'Best City' by 2030;
- Risk evaluation, which is considered key as the programme is subject to extremely challenging timescales, culminating in supporting discussions with the DfT;
- Consultation and engagement, identified as a key risk to the programme and so have focused on evaluating the key components, positively supporting the general direction but stating a need to include 'winning trust and building transparency' as objectives;
- Understanding the scope for and importance of behavioural change and, culminating in the Connecting Leeds messaging and brand;
- Review of bus engine technology concluding that there is a case for Euro VI buses in the short term and also to develop a plan for a route operated by electric buses as part of the LPTIP programme;
- Complementary improvements to services for example ticket pricing and subsidised fares; scope for more agile solutions for lower demand; Travel

Apps (for example Reading); price and availability of car parking; true costs of car ownership, and attracting young people pre car ownership.

- 4.1.6 The first LPTIP consultation was carried out for Stourton Park and Ride including associated bus corridor improvements. This occurred between September 18th and October 27th 2017 and engagement with key stakeholders and community groups has continued since this time. This has included leaflet and survey promotion, public engagement exhibitions and attending local neighbourhood forums, which have taken place within the City Centre, Middleton Park, City & Hunslet, Rothwell, Ardsley and Robin Hood wards. There is mixed support for the scheme, with significant concerns raised at a local level which will be considered through the planning process. Most concerns relate to increases in traffic accessing the site, ensuring adequate drainage and landscaping designs and the close proximity of the car park to Hunslet Cemetery. Positive reaction from the online survey identifies that over 50% of respondents would consider using the Park & Ride, mainly due to ease of parking (72%), a convenient route (70%) and reduced cost (58%).
- 4.1.7 Further Investigations, including traffic modelling, geotechnical surveys, drainage surveys, air quality & noise monitoring have been carried out to help address local concerns. Mitigation measures around Hunslet Cemetery are also being explored e.g. landscaping provisions; ways to combat anti-social behaviour – CCTV etc.
- 4.1.8 Highways England have been consulted on the proposals and are supportive of the principle of Park & Ride in this location.
- 4.1.9 In February 2018 the first phase of the Bus Corridor consultation commenced on the A58, A647 and A61N. As well as the usual materials of leaflets and briefing notes, there was also:
- Launch event on the 20th February with the 3 bus operators and their new buses (Transdev, Arrive and First Bus), Connecting Leeds and the Bus corridor consultation;
 - A series of clear information panels for each corridor which was also available through an online interactive facility and enabled clear communication and interaction with the early draft proposals;
 - Communications included, press release, social media, new Connecting Leeds Twitter, Connecting Leeds Video, refreshed webpage;
 - Twelve drop in events located across the corridors 10,000 leaflets delivered directly by the team to local business and communities, drop in events etc.;
 - Operators, attending all our consultation events (bringing their buses along e.g. the Light event and Visual Impairment event) to talk with people about bus services, also attending local forums to discuss bus issues directly;
 - Stakeholder involvement (e.g. Civic Trust, Cycling forum, Accessibility Group and Chamber) and at a local level we've been targeting seldom heard groups (over 10 groups met with) and by talking to people on the corridors, distributing leaflets and encouraging participation which includes over 200 conversations, in 150 locations along the corridors;
 - 30,000 leaflets and flyers delivered directly by the team to local business and communities, drop in events etc.

- 4.1.10 This Consultation phase was completed on the 13th April, with the feedback currently being analysed. These results will be responded to as part of the phase two of consultation on these corridors starting in Autumn 2018. In overall summary the consultation has resulted in:
- Over 7,000 visits to the Commonplace website with over 4,000 contributions;
 - Press coverage from BBC Look North/BBC Radio Leeds/ITV Calendar/Radio Aire/Made in Leeds TV/Leeds Live, YP/YEP.
- 4.1.11 The next phase of the consultation (Phase 1B) was launched on the 20th June, lasting until -27th July and covers:
- City Centre Gateway sites, including public realm improvements as well as the bus infrastructure improvements
 - Elland Road, Park and Ride extension (550 spaces);
 - Bus corridors; A660 including Lawnswood roundabout and the A61S (including Stourton Park and Ride for information in advance of the Planning Application submission);
- 4.1.12 The materials for the consultation include engagement boards and artists impressions, leaflet drops and flyers, 15 public events, including a launch event for key stakeholders, joint activity on Clean Air Day (21st June), with bus operators, stakeholders and hard to reach group workshops.
- 4.1.13 Detailed stakeholder engagement by the Combined Authority and the Council on the new station development programme is ongoing with the Network Rail, Department for Transport and the operators and including the developers to shape and agree the outline business case and the outline scheme proposals. Public engagement is included in Phase 1B of the engagement programme for both the Thorpe Park and White Rose sites and is expected to commence in July. Engagement on the proposals for the parkway station to serve Leeds Bradford Airport will form part of a comprehensive engagement later in this year on the and economic hub connectivity,
- 4.1.14 In summary the consultation and engagement programme for the bus infrastructure improvements is
- Phase 1A** (20th Feb-13th April 2018);
- Bus Corridors, A61N, A58, A647,
 - Junction improvements to Armley Gyratory and Dawsons Corner
- Phase 1B** (20th June-27th July 2018);
- Bus Corridors , A660 (including Lawnswood roundabout) and A61S,
 - Elland Rd Park and Ride, Stourton Park and Ride .
 - City centre gateway sites.
 - Rail station consultation for Thorp Park and White Rose (with consultation on the LBA parkway station to follow in the autumn).

4.2 Equality and diversity / cohesion and integration

4.2.1 As part of the LPTIP consultation and engagement process due regard has been given to equality, diversity, cohesion and integration. Individual Equality Screening forms have been completed for each scheme approval and are attached in Appendices B, C and D. The key findings of the equality screenings are:

- The LPTIP programme team have organised a number of meetings, workshops and attended events with Child Friendly Leeds, Access Groups, BME Hub, Disability Hub, LGBT Hub, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and Womens' Live Leeds;
- Leeds Involving People (LIP) are a key partner in ensuring that seldom heard groups are involved in shaping a transport strategy for Leeds that's inclusive and meets the needs of individuals, communities and the city;
- A Seldom Heard Groups workshop is scheduled to take place on Tuesday 3rd July 2018 as part of the overall LPTIP proposals;
- From previous engagement and consultation it is evident that transport has the potential to have a differential impact on some equality groups with particular regard to gender, disability, race, age, younger and older people;
- Detailed impact assessments will take place in June and July for these schemes with key stakeholders, prior to any consultation and engagement to ensure actions are taken to highlight the positive impacts and reduce the negative impacts.

4.3 Council policies and best council plan

4.3.1 'The anticipated benefits of using the £183.3m to create improvements to the Leeds transport network has the potential to contribute to the vision for Leeds 2030 to be the best city in the UK, and the following best Council Priorities;

- Inclusive Growth (Supporting growth and investment helping everyone benefit from the economy to their full potential)
- 21st Century Infrastructure (Improving transport connections, safety, reliability and affordability)
- Child-friendly city

that contributes to the Council's cross cutting World-class events and a vibrant city centre that all can benefit from' Breakthrough Project'.

4.3.2 The strategy also contributes to the objectives of the Local Development Framework, Leeds Core Strategy, Local Transport Plan 3, emerging WYCA Transport Strategy, and Strategic Economic Plan.

4.4 Resources and value for money

4.4.1 The funding approvals requested in this report are to be allocated from the Leeds Public Transport Investment Programme which currently stands at £183.3m from contributions from the DfT (£173.5m), LCC (£8.8m) and WYCA (£0.97m), Further funding approvals will be required from the Combined Authority for spend from the DfT and WYCA funding.

4.4.2 One of the conditions in the letter from the DfT is that investment decisions on individual components of the package will be made locally in accordance with the WYCA Assurance Framework previously agreed with the government. A parallel

authorisation is currently being progressed through this assurance process with WYCA to release the expenditure requested in this report.

4.4.3 Capital Funding and Cashflow

Previous Authority to spend to date	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LCC FEES & CONSTRUCTION	11755.0	2127.7	9627.3				
WYCA FEES & CONSTRUCTION	4055.0	1277.6	2777.4				
TOTALS	15810.0	3405.3	12404.7	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LAND (1)	0.0						
PROGRAMME MGT	2080.0		2080.0				
DESIGN FEES	5670.0		5670.0				
CONSTRUCTION	32130.0			15000.0	17130.0		
OTHER COSTS (7)	0.0						
TOTALS	39880.0	0.0	7750.0	15000.0	17130.0	0.0	0.0
Total overall Funding (As per LCC Capital programme & WYCA)	TOTAL £000's	TO MARCH 2018 £000's	FORECAST				
			2018/19 £000's	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022 & on £000's
LCC Supported Borrowing	8832.2	189.6	0.0	0.0	8642.6	0.0	0.0
Government Grant DFT	173500.0	3215.7	66484.3	49100.0	54700.0	0.0	0.0
WYCA Confs	970.0	0.0	0.0	0.0	970.0	0.0	0.0
Total Confirmed Funding	183302.2	3405.3	66484.3	49100.0	64312.6	0.0	0.0
Total Funding	183302.2	0.0	66484.3	49100.0	64312.6	0.0	0.0

The above DfT funding element while based on the original DfT cashflow will change significantly as the programme progresses and detailed schemes are approved.

4.5 Legal implications, access to information, and call-in

4.5.1 This report is eligible for call-in. There are no specific legal implications arising from this report.

4.6 Risk management

4.6.1 The LPTIP serves to make progress towards the Leeds Long Term Transport Vision and Keeping the city moving. If the programme is not implemented, Leeds will not be able to develop in the way articulated above. Given the timescales available to assemble the high level programme, there will need to be some flexibility to adjust the programme to meet cost, programme and deliverability changes.

4.6.2 The schemes will be assured through the WYCA framework set up for the West Yorkshire Transport Fund, already approved by the Department for Transport. Progression through this assurance process in a timely manner is necessary in order to avoid delays to the overall programme delivery.

4.6.3 A Programme Board has been established to manage delivery of the Programme with Package Boards responsible for each package. Risks are actively managed through these Boards.

5 Conclusions

- 5.1 Leeds is a successful city and its economy continues to grow. Improving the existing transport network is an important enabler helping Leeds to be a prosperous, liveable and healthy city. Accordingly, the £173.5m funding allocated from DfT added to local funding creates an opportunity to deliver £270m of improvements to public transport in Leeds in the short to medium term. These will include a transformation of the bus network, plans for new rail stations at key employment growth locations, build some world class city centre gateways and pave the way for ambitious longer term plans emerging through the Leeds Transport Strategy.
- 5.2 The proposals described in this report mark important first steps in implementing the programme and taken together with the schemes currently being developed will make a significant contribution to the quality of life of people living, working and visiting the city and contribute to its on-going growth and economic success.

6 Recommendations

6.1 Executive Board is recommended to:

- (i) Note the progress since April 2016 on developing proposals and the public consultations;
- (ii) Note the report from the independent Expert Advisory Panel;
- (iii) Note the development work on the popular Park and Ride sites and to support the continued roll out of the park and ride programme including:
 - (a) Progress on the feasibility work at Alwoodley Gates in the North of the City;
 - (b) Approval of the submission of a planning application for expansion of the Elland Road Park & Ride site and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approve the expenditure of £5.12m from the LPTIP Capital Programme to carry out detail design and construction of the site;
 - (c) Approval to the submission of a planning application for a new park & ride site at Stourton and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority approve the expenditure of £23.74m from the LPTIP Capital Programme to carry out detail design and construction of the Park and Ride site;
- (iv) Approve the expenditure of £11.98m from the LPTIP Capital Programme to carry out detail design and construction of the Bus Priority measures and cycling improvements on the route from the Stourton site into the city centre along Wakefield Road / Low Road / Hunslet Road;
- (v) Approve the expenditure of £5.19m to be funded from the LPTIP Capital Programme for the detail design and construction of the initial schemes:
 - a A647 – Bradford to Leeds: Armley Road bus gate and bus stop relocation;
 - b A61(N) – Alwoodley to Leeds –
 - i Harrogate Road outbound bus lane/gate at Alwoodley Lane
 - ii Harrogate Road inbound bus lane to Outer Ring Road

- iii Harrogate Road inbound bus lane to Street Lane;
 - c A58 – Oakwood & Roundhay to Leeds
 - i Easterly Road verge hardening for off-carriageway parking provision
 - ii York Street bus only;
 - d A660 – Adel to Leeds - Holt Lane signalisation.

(vi) The Chief Officer for Highways and Transportation is responsible for the implementation of the decisions outlined in this report.

7 Background documents¹

7.1 None.

8 Appendices

8.1 Appendix A - Report from the Expert Panel

8.2 Appendix B - Screening form for Stourton park and ride

8.3 Appendix C – Screening form for Elland Road park and ride

8.4 Appendix D – Screening forms for Initial Schemes

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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Connecting Leeds - Expert Advisory Panel

Progress to date (July 2018)

Summary position: The Connecting Leeds Expert Advisory Panel has worked closely with the City Council, West Yorkshire Combined Authority and transport partners to draw in new insights and focus on the programmes and transport pipeline for the city. It has also considered how these fit with and support the wider aims of the Council and the Combined Authority particularly around sustainable growth and the diverse accessibility of communities and businesses in Leeds.

The Panel has generally found these programmes to be soundly based and reflective of the evolving focus of the transport strategy and to be fit for the transformational purposes for which they are intended. The Panel has recognised and advised senior elected members and officers on key risks, especially those around the financial profiling and scheme delivery within the very tight timescales of March 2021 and has indicated its' readiness to provide informed independent engagement with the DfT. Further work has been identified as necessary to ensure that the proposed programmes can fully realise their intended benefits, and the Panel is committed to supporting this and ensuring that Leeds achieves its vision of Best City and the vital role which transport must play in achieving those outcomes.

Background: In the summer of 2016, Leeds City Council began a conversation with the city's communities and businesses about the future of transport in Leeds. This included Leeds City Council establishing an advisory panel of experts in the autumn of 2016. The Panel is chaired by Nigel Foster, and has sixteen members (Annex 1) selected for their expertise not just in transport but also in technology, local communities, and business.

The Expert Panel has now met seven times and, alongside their regular review activity and contribution to overall programme and project assurance, has also held a workshop on key mobility and transport themes for the future. A panel sub-group has also undertaken a visit to Reading Buses and a review of new bus engine technology with Wrightbus and First Bus.

The Brief for the Expert Panel is to provide independent oversight of, and advice and identification of potential risks about two essential areas of transport delivery and strategy, which are:

- How best to use and deliver improvements through the £173.5million Leeds Public Transport Investment Programme as approved by the Executive Board in 2017, and to provide independent assurance on the delivery of the programme.
- To advise on the approach to and development of the medium to longer term transport strategy.



So what has the Panel done to date?

Leeds Public Transport Investment Programme (LPTIP): The Panel were instrumental in advising independently on the development of the LPTIP business case and submission for the £173.5m in the December of 2016. By giving confidence to the shape and content of the proposals as they evolved. The Panel also recognised the unique challenges of delivering a transport programme of transformational change in a short period of time and emphasised the need for the early demonstration of the programme, including early wins and co-investment with partners. This process culminated in the subsequent announcement of the confirmation of the funding by the Department for Transport (DfT) in April 2017.

Since this time, the meetings have focused on reviewing progress and risks. Overall the Panel endorses the process, and is working with the delivery teams on several key areas:

- Risk evaluation is considered crucial and, whilst overall there is a good awareness of delivery risks in LCC and WYCA, the programme is subject to extremely challenging timescales to achieve funding spend by March 2021. As a direct result the Panel is actively engaged in the regular independent review of risk registers, in order to support any future discussions with the DfT that might be needed to ensure the full spend of the £173.5m.
- The Panel identified consultation and engagement as a key to success, highlighting the need to ‘win trust and build transparency’ with the public, stakeholders and delivery partners as objectives within the strategy. The importance of ensuring that seldom heard groups and those with specific accessibility needs are taken into account has been emphasised within this process and the delivery teams have demonstrably responded to this challenge by developing a series of comprehensive consultation and engagement plans for the programme. The programmes of consultation and the transparent manner of their conduct is commendable, and reflects a positive organisational culture, which we believe places LCC and WYCA at the forefront of engagement on future investment proposals.
- The Communication strategy was also identified by panel members as the key to explaining the complex narrative for the broad range of transport schemes and highways asset management now taking place and their contribution towards the Best City vision. The Panel reviewed the communications plan and engagement proposals and provided “critical friend” advice which has helped shape the final ‘Connecting Leeds’ messaging and brand. This new communications strategy will also be a crucial part in the credibility of future programmes.
- In the context of the reduction of pollution across the city as an aspect of future environmental policy, the question of the appropriate ‘bus engine’ technological solution for Leeds has been a particular focus of review by a panel sub-group which has drawn in wider industry inputs, including a technical workshop with the bus builder WrightBus and First Bus. For the short term the review confirmed the low emission benefits accruing from the advanced technologies now being included in the latest *Euro VI engine buses, but the panel also recognised that electric and



other technologies are advancing rapidly as the propulsion of the future towards potential zero or ultra-low emission solutions. The Panel's work has enabled the Council and Combined Authority to challenge the main bus operators and have asked First Bus to consider further alternatives as part of the city's bus improvement plans, building on First's plans for a trial electric vehicle service in the city.

- The Panel has contributed to ongoing work around complementary interventions alongside infrastructure improvements for bus services. These include traffic management strategies for addressing the effects of congestion on bus journey times and service reliability. They have provided insight on matters including ticket choices and pricing, approaches to more agile demand responsive solutions for lower demand including Mobility as a Service (MaaS) options; the use of Travel Apps (recent research shows young people, the public transport users of the future, want a single App to cover all choices wherever they are); parking and the approach to travel demand management and comparative travel costs for other modes; strategies for young people and access; and the role of public financial support for bus services.

Transport Strategy: Having initially focused on reviewing the LPTIP proposals and ensuring the funding is secured, the Panel is now also considering the city's wider Transport Strategy for the city. Following the publication of the city's Interim Transport Strategy in December 2016, a Panel workshop was held in January 2017 to explore the transport challenges that Leeds faces in order to create a transport strategy that supports the Council's ambitions for Best City by 2030. This workshop and other meetings have examined a range of key strategy related themes and city challenges to date including:

Strategy Related themes

- The need to influence future transport demand trends, not just react to them.
- Maximising the potential of new mobility options, including 'Mobility as a Service' (MaaS).
- The experience of travelling in 2030, including changes in how we access transport, in lifestyle choices, and in patterns of work.
- The importance of place-making in creating a more accessible, cycling- and walking-friendly city.
- Articulating a compelling message about the need to pursue a less car-centric future.

These themes have been discussed in the context of the following city challenges

- *Improving air quality and decarbonising our transport system* - The Panel reviewed the city's work on air quality and acknowledged the need for rapid improvements made to achieve legal obligations by 2020. The Panel concluded that very good progress towards this goal was being made, with Leeds taking a leading role among UK cities. The Panel also concluded that the Government should also be encouraged to develop further proposals that also address emissions from cars and vans.
- *Building on a transport system already under pressure* - the challenges of meeting the needs of a growing city region with substantial increases in (and changes in the



patterns of) travel demand combined with continuing growth of car ownership and the associated issues of peak congestion has been recognised. To this end the Panel has confirmed the importance of all the currently proposed bus infrastructure and rail improvements to provide mass transit options for the city and city region. The Panel has identified that delivery of LPTIP is crucial and will continue to provide independent assurance on programme risks.

- The Panel supported other mobility measures in association with the bus and rail projects including MaaS, cycling and walking. These form part of the LPTIP interventions and will be included in other programmes as being crucial building blocks for addressing mobility needs now and into the future.
- *Gaining a city wide consensus on the role of mass transit* - The importance of achieving a step change in the proportion of people using public transport and the recognition that high capacity, high frequency public transport remains the most effective way of moving large numbers through limited road space are vital. To help towards this consensus, the Panel has focussed initially on how the bus offer could deliver this mass transit solution and where investment in rail is needed as well as on the wider context of examining the potential for travel behavioural change.
- *Delivering public transport schemes through the reallocation of road space* – the panel has acknowledged and endorsed the place for giving priority to public transport solutions to deliver a more efficient use of the highway. The Panel has endorsed this approach as a key means of creating the capacity for growth in travel and achieving a sustainable modal shift.
- *Role of transport in good growth, promoting equality and connecting communities.* The Panel have recognised the response Leeds has made to start addressing these issues including its engagement programme and development of the Bus Hubs and Connecting Communities programme with the Combined Authority. The Panel is particularly aware that these new engagement programmes and the continuous review of feedback from them is a very positive step in making sure that new proposals and projects are understood by the communities that they will both benefit and affect. There is no doubt that LCC and WYCA are now “ahead of the pack” in their engagement activities and use of the information that comes from these programmes.
- *Changing our highway infrastructure for a people friendly city and district centres* – The panel has touched on the importance of place and sustainability in the urban environment and is contributing to the shaping of the gateway investments in the LPTIP. It has recognised the balance between prioritising pedestrian and other non-motorised users and ensuring the wider capacity and efficiency of the road networks and has recognised the value of the city’s cycling strategy. These policy challenges will continue to be explored within its advisory programme. Again, the panel has recognised the importance of the LCC/WYCA community engagement programmes in securing understanding and acceptance for what in some places might be contentious but much needed change.



Future elements of the Panel's advisory work are expected to include

- Continued review and challenge of the LPTIP risks, programme and engagement proposals, and the independent discussions with the DfT around assurance.
- Providing new inputs to the dialogue and planning for HS2 and an integrated rail station in the city recognising the critical importance of successfully master planning this once in a lifetime critical opportunity into the fabric of the city.
- Facilitating rail growth in the context of a large increase in commuting to Leeds and review of the new rail station proposals.
- Considering the transport asset management challenges for the city, especially recognising the complex challenges keeping the Leeds Inner Ring Road serviceable and helping to explore long term options for this asset.
- Building on the Panel's insights on Transport Futures, technology and behavioural change and innovation, and the inter-relationships with a connected digital city.
- Reviewing behavioural change programmes, and especially the impact of alternative public transport fares policies on public transport use.
- Reviewing best practice with an ongoing watching brief and critical friend role for communications and engagement in the light of changes in how people's expectations about travel might alter.
- A more focussed look at transport place making and the interplay with non-motorised modes reflecting on progress with the City Connect scheme, the forthcoming 'of0' bike sharing scheme and the future role of these modes.
- Reflecting on benefits realisation and measuring the impacts and outcomes of key programmes and the associated learning.
- Review of the Transport Strategy work

Conclusion:

The Panel recognises that Leeds has a number of major transport challenges and opportunities and reconciling these challenges will be crucial to the successful delivery of a long term transport strategy. By addressing these key issues, Leeds has the opportunity to be a leader in rethinking urban transport in the UK. To do this, it must have and communicate a clear vision for how transport can better serve the city and all its people enabling inclusive growth and working with communities and business.

The Panel has been able to assist the City Council and the West Yorkshire Combined Authority in developing the LPTIP programme and delivery plan. It has been able to provide an independent and informed review which has endorsed the overall approach, whilst emphasising key components of activity. In particular, it has delivered the following:

- Challenge to the delivery teams in terms of programme content and delivery;
- Ongoing evaluation of risk and financial impacts of the LPTIP programme;
- Provide support to transport strategy development with new insights and experience from elsewhere, particularly for the bus industry;
- Significant progress in helping communications, consultation and engagement of the programme and future transport strategy;
- Provided a level of assurance to the Council and its partners that the programmes are right for the city and are moving at the pace needed to deliver the schemes and make the vision a reality.



ANNEX 1

Leeds Transport Expert Advisory Panel Membership

Paul Barnfield	Regional Director of Arriva Rail North Ltd
Prof David Begg	Owner and Proprietor of Transport Times
Stephanie Burras Panel	Chief Executive of Ahead Partnership, LEP Board Chair of LEP Skills Panel
Rosslyn Colderley	England North Director, Sustrans
John Dales	Chair of the Transport Planning Society
Ellie Evans	Partner at Volterra (economic consultancy)
Nigel Foster (Chair)	Fore Consulting and Visiting Professor at the Institute for Transport Studies
Martin Gilbert	Chief Executive Officer – Reading Buses
Geoff Inskip	Managing Director, GI Consultants
Stephen Joseph	Chief Executive, Campaign for Better Transport
Chris Longley	Area Policy Representative, Yorkshire Federation of Small Business (FSB)
Rob McIntosh	Route Managing Director LNE and East Midlands, Network Rail
Prof Greg Marsden	Professor of Transport Governance – ITS – University of Leeds
Mary Naylor	Vice Chair of Local National Federation of the Blind, Chair of Leeds Involving People
Rashik Parmar	IBM Distinguished Engineer, Member of Leeds City Region LEP Board
Jagdeep Passan	Chair of the Access and Usability Group, LCC, Chief Executive of Leeds Involving People.



Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Stourton Park and Ride proposals

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

Highways and Transportation scheme as part of the Leeds Public Transport Investment Programme (LPTIP).

2. Please provide a brief description of what you are screening

Leeds City Council (LCC) and the West Yorkshire Combined Authority (WYCA) are developing a new Park and Ride site in Stourton, including associated Bus Corridor Improvements, adjacent to Junction 7 of M621.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Previous engagement on this project has included:

Four public exhibitions:

20th September 2017 - Briggate, Leeds City Centre

26th September 2017 – West Grange Church, Belle Isle

2nd October 2017 –Hunslet Church of the Nazarene

12th October 2017 – Windmill Community Centre, Rothwell

We have also engaged with numerous key stakeholders / community groups as follows:

Access & Use-ability Group (3rd October 2017 (Civic Hall) / Elland Road & Temple Green & City Centre hub site visit on 30th October 2017 / 17th January 2018 (Civic Hall))

Carlton, Rothwell, Oulton & Woodlesford Community Groups (25th October 2017 / 6th February 2018)

Friends & Relatives of Hunslet Cemetery (16th November 2017 / 9th February 2018)

Leeds Cycling forum and Cycle sub-group (11th October 2017 / 6th February 2018)

Leeds Valley Park businesses (7th February 2018)

Hunslet Tenants & Residents Association (7th February 2018)

First Direct Group (26th April 2018)

Highways England (regular monthly meetings for the past year)

Further stakeholder engagement on this project will take place between June 20th and July 27th 2018.

As part of the engagement LIP will help coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. In this particular part of the city special effort will be made to engage local residents who may not regularly travel into the city centre or use the park and ride services. Teams of outreach specialists will be out in the local community handing out flyers and talking to people about the proposals. An event will be held in the local community (not at the park and ride) on a weekday evening. Several thousand simply and clearly written leaflets will be posted in the local area promoting engagement and providing contact details for the Connecting Leeds team.

The following measures will be taken across all projects during the June and July period to promote engagement.

- Materials will be offered in braille and audio format. Where appropriate British sign language and other interpreters will be present at meetings to aid communications.
- 18 public events will be held across the city including in the local area where experienced staff will be on hand to answer questions.
- The events will be marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line will be established.
- The materials used will feature large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) will be used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution

are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Sean Hewitt

6. Governance, ownership and approval

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

Name	Job title	Date
Gary Bartlett	Chief Officer, Highways and Transportation	
Date screening completed		15 th May 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Equality, Diversity, Cohesion and Integration Screening



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

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Elland Road Park and Ride phase 3 expansion proposals

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

Highways and Transportation scheme as part of the Leeds Public Transport Investment Programme (LPTIP).

2. Please provide a brief description of what you are screening

The park and ride car parks at Elland Road are now full on a regular basis, with demand increasing. It is therefore proposed to extend the existing car park at Elland Road onto the council land between the football stadium and the motorway.

The delivery of bus-based park and ride is closely linked to LCC's wider aspirations to improve public transport, to double bus patronage and deliver a more sustainable transport system which provides greater choice for users.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project will take place between June 20th and July 27th 2018.

As part of the engagement LIP will help coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. In this particular part of the city special effort will be made to engage local residents who may not regularly travel into the city centre or use the park and ride services. Teams of outreach specialists will be out in the local community handing out flyers and talking to people about the proposals. An event will be held in the local community (not at the park and ride) on a weekday evening. Several thousand simply and clearly written leaflets will be posted in the local area promoting engagement and providing contact details for the Connecting Leeds team.

The following measures will be taken across all projects during the June and July period to promote engagement.

- Materials will be offered in braille and audio format. Where appropriate British sign language and other interpreters will be present at meetings to aid communications.
- 18 public events will be held across the city including in the local area where experienced staff will be on hand to answer questions.
- The events will be marketed using a range of printed media (YEP), leaflets, flyers,

posters (including on buses) and social media/e-newsletters.

- A dedicated email address and telephone line will be established.
- The materials used will feature large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) will be used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at

stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Sabby Khaira

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: A58 Oakwood and Roundhay to Leeds quick win proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Two quick win packages have been identified on the Oakwood to Leeds route:

1. Verge hardening to facilitate removal of on-carriageway parking along Easterly Road (where required).
2. Conversion of York Street to bus only between St Cecilia Street and Duke Street.

Package 1 will reduce delays currently experienced by buses when trying to negotiate parked vehicles dispersed at different points along the nearside lane.

Package 2 will reduce delays to buses that result from the requirement to mix with general traffic over what is a short, congested link into the city centre.

The indicative costs of the quick wins and construction programme length are:

1. £172,050 and 5 month construction programme commencing in September 2018.
2. £92,682 and 7 month construction programme commencing in July 2018.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Roundhay and Oakwood to Leeds route special effort was made to engage the BME and non-English speaking communities with activities based around English language classes in Lincoln Green, the local religious centres and community hubs.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around

impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.

- **Age;** Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

Analysis of the 234 contributions (comments + other contributions) received from 126 contributors is on going at the point of this report being submitted. The findings will be published in the Autumn prior to the launch of a second phase of consultation the same proposals.

- **Actions**

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:

June 2018

Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	Andrew Wheeler

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Alwoodley to Leeds A61 N quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Three quick win packages have been identified on the Alwoodley to Leeds A61 N route:

1. Outbound bus lane along Harrogate Road on approach to Alwoodley Lane/Wigton lane junction (including carriageway resurfacing), with bus gate introduced at existing signals for displaced right turn.
2. Inbound bus lane along Harrogate Road on approach to Outer Ring Road roundabout (including carriageway resurfacing works) to tie-in to upgrade scheme at main junction funded as part of ELOR.
3. Inbound bus lane along Harrogate Road on approach to Street Lane at Moortown Corner (including carriageway resurfacing works and renewal of signals).

All packages will reduce bus delays by ensuring buses are able to reach the front of the queues that exist on approach to the three signalised junctions.

The indicative costs of the quick wins and construction programme length are:

1. £684,369 and 3 month construction programme commencing in September 2018.
2. £713,783 and 6 month construction programme commencing in June 2018.
3. £527,134 and 3 month construction programme commencing in September 2018.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Alwoodley Leeds route special effort was made to engage people who suffer from mental health problems via the Inkwel Arts Centre on Potternewton Lane. Two presentations were delivered to regular attendees helping explain the proposals and promoting engagement. First Bus representatives attended this event to help answer questions relating to their service operation and customer relations.

Effort was also made to engage the large British African Caribbean community in and around Chapeltown on this route. A public drop in session was held in the West Indian Community Centre and special presentations were given to men and women of all ages attending a games night at the centre helping explain the proposals and promoting engagement.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.

- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- **Race**; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.
- **Age**; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment (Include name and job title)	TBC

6. Governance, ownership and approval		
Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing	
<p>Though all key decisions are required to give due regard to equality the council only publishes those related to Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.</p> <p>A copy of this equality screening should be attached as an appendix to the decision making report:</p> <ul style="list-style-type: none"> • Governance Services will publish those relating to Executive Board and Full Council. • The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions. • A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record. <p>Complete the appropriate section below with the date the report and attached screening was sent:</p>	
For Executive Board or Full Council – sent to Governance Services	Date sent:
For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Equality, Diversity, Cohesion and Integration Screening



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

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

Completed at the earliest opportunity it will help to determine:

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

Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Bradford to Leeds route A647 quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

Modifications to bus gate, bus stop and toucan crossing arrangements at Gloucester Terrace junction (including carriageway resurfacing, modifications to footway/cycle track and renewal/upgrade of signals).

The proposals will reduce delays currently experienced by outbound buses by improving detection and better coordinating management of the network, given the various interacting constraints present in the area.

The indicative cost of the proposal is £677,075 and construction work will take 3 months from September 2018.

3. Relevance to equality, diversity, cohesion and integration

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

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

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

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

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

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

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

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

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

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

• **How have you considered equality, diversity, cohesion and integration?** (think about the scope of the proposal, who is likely to be affected, equality related information, gaps in information and plans to address, consultation and engagement activities (taken place or planned) with those likely to be affected).

The Leeds Public Transport Investment Programme (LPTIP) was developed off the back of extensive consultation as part of the Leeds Transport Conversation. This process involved engaging a wide range of groups including but not limited to Child Friendly Leeds, Older People's Forum, Access Groups, BME Hub, Disability Hub, LGBT* Hub, Hub Reps Network, Womens' Lives Leeds, Access and Use-Ability Group, Physical and Sensory Impairment (PSI) Network and the Equalities Assembly Conference.

Prior to engaging stakeholders (including the general public) on the LPTIP projects Leeds City Council and their development partner WSP appointed a Leeds based engagement specialist service provider called Leeds Involving People (LIP). LIP coordinated input from several individuals from the seldom heard groups they work with into the Stakeholder Engagement Strategy. The strategy has a clear focus on engaging seldom heard groups and ensuring all materials are accessible, legible and easily consumable.

Stakeholder engagement on this project took place between February 20th and April 13th 2018.

As part of the engagement LIP helped coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Bradford to Leeds route special effort was made to engage the large elderly community in this part of the city, many of whom do not have access to the internet. Meetings were held at the Bramley Elderly Action Centre to help communicate the proposals and promote engagement. Information and invitations to events were also sent to 400 elderly people and their families on the Action Centre's mailing list.

The following measures were taken across all projects to promote engagement.

- Materials were offered in braille and audio format. Where appropriate British sign language and other interpreters were present at meetings to aid communications.
- 13 public events were held in fully accessible locations in the communities and city centre. Experienced staff were on hand to help explain the proposals.
- The events were marketed using a range of printed media (YEP), leaflets, flyers, posters (including on buses) and social media/e-newsletters.
- A dedicated email address and telephone line were established.
- The materials we used featured large easy to read text and a use of symbols and colour schemes to help highlight the issues and opportunities.
- An interactive online engagement portal (Commonplace) was used to collect contributions via tablets, PC's and smartphones.

As part of the scheme development process engineers and planners have applied the relevant DfT guidance and experience from previous Leeds projects (such as City Connect). The proposals will seek to promote social inclusion, social mobility, and accessibility and help create a transport system which benefits all in society.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

- Gender; Research shows that women and men have persistent different transportation needs, travel behaviours and levels of access to services and infrastructure. Women tend to travel shorter distances, closer to the home, and make more trips; they travel for a wider variety of purposes; they walk more; they have less access to a car and are the main users of public transport, they make more chained trips; their travel patterns tend to be shaped as polygons as compared to the more frequent commuting trips made by men. Women are more sensitive to safety concerns and tend to self-limit their movements and activities because of perceptions of risk, in the UK, they are less likely to cycle. Women are also overrepresented in social groups with specific transport needs and greater transport disadvantage: older people, people with special needs, single parents, and working parents who take responsibility for most caretaking tasks. Women's overall comparative disadvantage in terms of access to transportation negatively affects their professional development, economic status, leisure time, and personal wellbeing. [Source: genderSTE]
- Disability; Differential access to the transport system and the effect of transport policies, particularly (but not restricted to) for those with physical and sensory impairments, mental health issues or learning disabilities. Disabled people travel more frequently by bus than others, so public transport plays a vital role in ensuring that they can participate in community life and avoid social exclusion. They also may be affected to a greater extent by issues of reliability of public transport, modal integration (or lack thereof) and interchange and by issues such as overcrowding/ space availability. The availability of accessible infrastructure and walkable, level routes and access to information, including on board and at stops, will also have a differential impact on this equality group.

Disability can lead to a greater reliance on private transport (own car or taxi, or lifts from friends/ relatives etc). Journey times, distance and destinations as well as modal choice may be affected by disability.

- Race; Differential access to the transport system and the effect of transport policies, particularly for Black, Asian and Minority Ethnic people are around

impacts on access to employment, education and training, which are vitally important issues for BAME communities as a means of overcoming disadvantages in the job market. Studies have also shown a differential impact in terms of the impact of traffic and road safety. They are also underrepresented among cyclists. It is thought that enabling travel by active modes may particularly benefit some members of the BAME communities in addressing health inequalities, including Type II diabetes and cardio-vascular health.

- Age; Both younger and older people are more at risk of being involved on a road traffic collision and suffer greater consequential effects – initiatives that contribute to road safety, especially of active modes, will have a beneficial impact on these sections of the population.

Young people rely very much on public transport, although many have personal security concerns when using public transport and this is coupled with the fact that in terms of actual risk they are the age group which are most likely to be the victims of violence and/or assault. Children exposed to traffic related air pollution are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:	June 2018
Date to complete your impact assessment	July 2018
Lead person for your impact assessment	Andrew Wheeler

(Include name and job title)	
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Please state here who has approved the actions and outcomes of the screening		
Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

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Equality, Diversity, Cohesion and Integration Screening



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Completed at the earliest opportunity it will help to determine:

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Directorate: City Development	Service area: Transport policy
Lead person: Andrew Wheeler	Contact number:

1. Title: LPTIP: Adel to Leeds A660 quick wins proposal

Is this a:

Strategy / Policy

Service / Function

Other

If other, please specify

2. Please provide a brief description of what you are screening

New signalised junction at Holt Lane and provision of new cycling infrastructure between Holt Lane and Lawnswood Cemetery (including carriageway resurfacing works and renewal/upgrade of signals).

The proposals will reduce delays currently experienced by buses trying to egress onto Otley Road from the Holt Lane junction. They will also extend cycle network coverage beyond the Outer Ring Road on what, within the Outer Ring Road, is the heaviest used cycle corridor in the city. This will further amplify the benefits of cycle facilities being introduced as part of the Lawnswood Junction scheme, reducing the reliance on car for short trips and ensuring cyclists do not come into conflict with buses.

The indicative cost of the proposal is £1,924,958 and construction work will take 2 months from October 2018.

3. Relevance to equality, diversity, cohesion and integration

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

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Stakeholder engagement on this project is to take place between June 20th and July 27th 2018.

As part of the engagement LIP will be helping coordinate meaningful engagement with a range of seldom heard groups in and around the communities affected and benefiting from the proposals. Along the Adel to Leeds route special effort will be made to engage the elderly community through various networks and community groups. There is also a large youth population in this part of Leeds around the three universities and various other primary, secondary and further education facilities. Special efforts will be made to make contact with these organisations and promote engagement. Social media platforms will be used to full effect to help this process.

- **Key findings**

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

From both Transport Conversation engagement and previous policy documents including the Local Transport Plan 3 and Leeds Core Strategy, transport has the potential to have a differential impact on all equality groups, with particular regard to the following;

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are more at risk of asthma and child inactivity is a cause for future health concerns, which can be addressed through enabling the use of active travel modes.

Many older people are not able to drive because health conditions related to their age or find the cost of running a car prohibitive. Like with disabled people, there will be a differential impact in terms of distance travelled (including to access public transport in the first place), reliability, overcrowding and the need to interchange or change modes. The presence and availability of evening and weekend services and infrastructure at stops/ stations will also have a differential impact in terms of the ability to access activities and leisure opportunities. The inter-district connectivity enabling access to local services has also been found to be particularly important to older people and people with disabilities.

- **Actions**

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

A detailed impact assessment for this scheme will determine the actions required in order to promote positive impacts and reduce negative impacts.

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

Date to scope and plan your impact assessment:	June 2018
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Date to complete your impact assessment	July 2018
---	-----------

Lead person for your impact assessment (Include name and job title)	Andrew Wheeler
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6. Governance, ownership and approval

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

Name	Job title	Date
Gary Bartlett	Chief Officer	
Date screening completed		11 th May 2018

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions** or a **Significant Operational Decision**.

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Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
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All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

Date: 05 September 2018

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 remainder of the current municipal year.

2 Main issues

2.1 At its initial meeting in June 2018, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2018/19. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.

2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

2.3 Executive Board minutes from the meeting held on 25 July 2018 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

2.4 The work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

- 2.5 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 2.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

- 2.7 The scheduling arrangements relating to the refresh of the flood risk management strategy for Executive Board and Council have now been confirmed. As this matter is due to be referred on the 17th of October by the Executive Board to Scrutiny, it has been scheduled for consideration by this Scrutiny Board on the 31 October 2018.
- 2.8 Subject to the Scrutiny Boards agreement to the terms for reference for the inquiry into the implementation of Leeds Inclusive Growth Strategy, inquiry sessions and working group meetings have been provisionally scheduled.

3. Recommendations

- 3.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board’s work for the remainder of 2018/19.

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.

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

June	July	August
Meeting Agenda for 20 June at 1.30 pm.	Meeting Agenda for 25 July at 10.00 am.	No Scrutiny Board meeting scheduled.
Consider potential areas of review (including agreed budget 2018/19) Performance Report (PM) Core Strategy Select Review (PSR) (Big Idea – 5 & 8)	Directors Response – Sustainable Development Inquiry (Big Idea 5 & 8) Directors Response – Information Advice and Guidance Provision in Leeds (Big Idea 3) Inquiry - Scoping discussion Budget – out-turn report and financial health monitoring month 2	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Inclusive Growth Strategy

PEOPLE, **PLACE** and **PRODUCTIVITY**
 Relevant **BIG** Ideas **3, 4, 5, 6, 7, 8, 9, 10**

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

September	October	November
Meeting Agenda for 5 September at 10.30 am	Meeting Agenda for 31 October at 10.30 am	No Scrutiny Board meeting scheduled.
Terms of Reference 1 st Review/Inquiry Session – Evidence Gathering Leeds Transport Strategy including Progress on the Leeds Public Transport Investment Programme (Big Idea 6,7 & 8)	2 nd Review/Inquiry Session - Evidence Gathering Local Flood Risk Management Strategy – Annual Review (PM) (BPF – Exec Board Oct, Council Dec) (Big Idea 8)	
Working Group Meetings		
		Inquiry Session 3 Working Group – date to be determined
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

December	January	February
Meeting Agenda for 12 Dec at 10.30 am	Meeting Agenda for 9 Jan at 10.30 am	Meeting Agenda for 20 Feb at 10.30 am
Advancing Bus Service Provision Inquiry – comprehensive progress review (RT) (timing discussed with A Hall and D Pearson) (Big Idea 6,7 & 8) Working Group Outcomes – Session 3	Performance report (PM) Financial Health Monitoring (PSR) 2018/19 Initial Budget Proposals (PDS) Request for Scrutiny - Pedestrian Crossings (PSR)	Housing Mix Inquiry – Recommendation Tracking and Update (see minutes) (RT) (Big Idea 5 & 8) Sustainable Development Inquiry (RT and update on specific recommendations) (Big Idea 5 & 8) Digital Inclusion – Recommendation Tracking (RT) (Big Idea 9) Working Group Outcomes – Session 4
Working Group Meetings		
	Inquiry Session 4 Working Group – date to be determined, including	
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Scrutiny Board (Infrastructure, Investment and Inclusive Growth) Work Schedule for 2018/2019 Municipal Year

March	April	May
No Scrutiny Board meeting scheduled.	Meeting Agenda for 10 April at 10.30 am	No Scrutiny Board meeting scheduled.
	Inquiry – Agree Final Report (s)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response

Note - Road Safety – to be undertaken by Scrutiny Board – Environment Housing and Communities (members of SB IIIG to be invited to participate)

EXECUTIVE BOARD

WEDNESDAY, 25TH JULY, 2018

PRESENT: Councillor J Blake in the Chair

Councillors D Coupar, S Golton, J Lewis,
R Lewis, L Mulherin, J Pryor and M Rafique

SUBSTITUTE MEMBER: Councillor A Lamb

APOLOGIES: Councillors A Carter and R Charlwood

32 **Substitute Member**

Under the provisions of Executive and Decision Making Procedure Rule 3.1.6, Councillor A Lamb was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

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

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

- (a) That Appendix 2 to the report entitled, 'Redevelopment of the former Kirkstall District Centre', referred to in Minute No. 46 be designated as exempt from publication 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 a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information is subject to one to one discussions with Artisan, it is not in the public interest to disclose this information at this point in time. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to other similar transactions, in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently, the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

- 34 Declaration of Disclosable Pecuniary Interests**
No declarations of disclosable pecuniary interests were made at the meeting.

- 35 Minutes**
RESOLVED – That the minutes of the previous meeting held on 27th June 2018 be approved as a correct record.

ECONOMY AND CULTURE

- 36 European Structural and Investment Funds (ESIF) Programme 2014-2020 Update**

The Director of City Development submitted a report which presented an update on the European Structural and Investment Funds (ESIF) Programme for Leeds City Region, detailing the progress which had been made by the Council in developing and implementing the approved projects, and which highlighted the success and achievements to date.

Responding to a Member's enquiry regarding the actions being taken to access alternative funding streams once the programme had concluded, the Board was provided with further information on this, with it being noted that Councillor Blake, in her position as Chair of Core Cities UK, had been invited to attend future meetings regarding such matters, which were organised via the Local Government Association.

RESOLVED –

- (a) That the update on the progress made to date by the Council in developing projects funded by the ESIF Programme, as detailed within the submitted report, be noted;
- (b) That support be provided to the Leeds City Council applications in appraisal, in particular Phase 2 bids for Ad:Venture and Digital Enterprise, which are aligned to the delivery of the Inclusive Growth Strategy.

COMMUNITIES

- 37 Draft Safer Leeds Community Safety Strategy (2018-2021)**

The Director of Communities and Environment submitted a report which presented the initial proposals for the Council's Safer Leeds Community Safety Strategy, in order to seek the Board's comment and agreement for the draft document to be released for the purposes of consultation.

In presenting the submitted report, the Executive Member for Communities welcomed Steve Cotter, newly appointed Chief Superintendent for Leeds, West Yorkshire Police, together with Paul Money, Chief Officer, Safer Leeds, to the meeting.

Acknowledging a Member's suggestion, officers undertook to include within the associated consultation exercise for the draft strategy, the issue of using vehicles for anti-social and criminal behaviour.

In response to a Member's comments, the Board received further information regarding the ongoing work being undertaken with local communities in respect of the managed area for prostitution, with assurance being provided that this was an area which was being continually monitored.

RESOLVED –

- (a) That the draft Safer Leeds Community Safety Strategy for 2018–21, as appended to the submitted report, be approved for the purposes of consultation with the relevant Scrutiny Board and other stakeholders;
- (b) That support be provided for the Community Safety Partnership in its further consultation on the Strategy, prior to its resubmission to Executive Board before the draft is submitted to Full Council for approval;
- (c) That the funding allocations from West Yorkshire Police and Crime Commissioner for 2018/19, as outlined within the submitted report, be noted;
- (d) That it be noted that the Chief Officer for Community Safety (Safer Leeds) will be responsible for the implementation of the Strategy through the Safer Leeds Executive, over the next three years.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions being made in accordance with the Budget and Policy Framework Procedure Rules)

38 A Strategic Approach to Migration in Leeds

Further to Minute No. 45, 17th July 2017, the Director of Communities and Environment submitted a report providing an overview and update of migration activities, together with the support to migrant communities being delivered in Leeds. The report also highlighted the related opportunities and challenges which were being addressed by the service.

Responding to a Member's enquiry, the Board was advised that the submitted report aimed to provide a succinct overview of the wide range of work being undertaken in this area, with Board Members being offered the opportunity to receive further briefing on such matters, if required.

Regarding a Member's comments on the issue of migrants' access to healthcare and the role of community pharmacists, the Board was advised that the Health and Wellbeing Board had established a Migrant Health Board (MHB) to consider such issues, and although it was highlighted that the MHB's initial priority was around regulation changes to the charging for health care services, the MHB would be considering other related issues in due course.

Responding to a Member's enquiry, the Board received an update regarding new asylum contracts for the Yorkshire and the Humber region, and the fact that to date, the Home Office had been unable to award such contracts. The Board noted that the Council had raised its concerns with the Home Office in respect of such matters, with a reassurance being provided by the Home Office that the issue would be addressed shortly.

In conclusion, Members highlighted the valuable work undertaken by Scrutiny with regard to migration, and emphasised the partnership approach which had been taken by the Executive, officers and Scrutiny.

RESOLVED –

- (a) That approval be given to the continuation of the strengthened arrangements, which were developed following the Scrutiny Board (Citizens and Communities) inquiry into migration, and which aims for a more strategic, co-ordinated and inclusive approach towards migration, with the Board also providing its endorsement of the current and future work that is planned;
- (b) That the responsibility of the Director of Communities and Environment and the Executive Member for Communities for leading this work through the Council's Stronger Communities Breakthrough Programme be noted, with it also being noted that the Chief Officer (Communities) is responsible for leading on the work of the Strategic Migration Board;
- (c) That a further update report regarding the progress made in respect of migration activities in Leeds be submitted to Executive Board in July 2019.

(During the consideration of this item, Cllr Blake vacated the Chair and left the meeting. In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake, Councillor Coupar presided as Chair of the Board whilst Cllr Blake was absent from the meeting)

39 Update on the Delivery of the Leeds High Rise Strategy

Further to Minute No. 96, 19th October 2016, the Director of Resources and Housing submitted a report providing an update on the delivery of each of the High Rise Strategy priorities, and where available, outlined the impact that the actions have had on resident satisfaction and management issues. In addition, following the Board's consideration of a report entitled, 'Grenfell Tower Update' on 17th July 2017 (Minute No. 44 refers), the submitted report also provided information on the actions which had been taken in response to the Grenfell Tower fire.

Responding to a Member's enquiry, the Board received an update on the actions being taken to address any potential fire risk in respect of waste management and the use of refuse chutes within high rise blocks.

In addition, responding to a Member's comment, it was acknowledged that although resident wardens for older residents had been withdrawn, Support Officers were now in place to provide regular ongoing support to residents, with examples of such provisions being provided.

RESOLVED –

- (a) That the progress made in delivering the different areas of the High Rise Strategy, be noted;
- (b) That the Director of Resources and Housing be requested to continue to monitor the progress being made in delivering the High Rise Strategy and submit a further update report to the Board in 12 months' time;
- (c) That the Board's support for the proposal to continue the concierge service pilot during 2018/19, be confirmed;
- (d) That the Board's support for the proposal to continue 'Operation Leodis' during 2018/19, be confirmed.

RESOURCES AND SUSTAINABILITY

40 Additional Clean Air Measures

Further to Minute No. 15, 27th June 2018, the Director of Resources and Housing submitted a report which provided details of the citywide clean air strategy, separate to the clean air charging zone provisions. The report highlighted the proposed partnership between Highways England and the Council to deliver a centre of excellence for ultra-low emissions vans in the south of the city and provided information on the associated public engagement campaign.

A Member made reference to work place levy schemes and suggested an initiative involving the Council working in partnership with private firms to promote the use of electric vehicles as part of their respective company car schemes. In response, the Board noted the suggestions, highlighting that the Council was open to looking at new ways of encouraging greater use of electric vehicles.

In response to Members' comments, the Board considered the need to strike the correct balance between establishing short term goals in order to improve the city's air quality to achieve compliance in line with Government regulation, with a longer term vision to ensure that further improvements were made to air quality.

Emphasis was placed upon the role of scrutiny in this area and the value of the work which had been undertaken in respect of air quality. Also, as part of the discussion, the reasons and rationale for the proposed amendment to the CAZ boundary, as discussed at the previous meeting, were reiterated.

In conclusion, the Chair emphasised the importance of a continued cross-party approach when lobbying Government to provide the Local Authority with appropriate assistance in this area.

RESOLVED –

- (a) That the necessary authority be delegated to the Director of Resources and Housing, in order to:-
 - (i) enter into the required legal agreement to support the partnership with Highways England; and
 - (ii) approve the authority to procure for the low emissions vehicles, the business engagement partner and the associated electric charging infrastructure to support the regional ultra-low emissions vehicle centre.
- (b) That a campaign to focus on anti-idling outside schools, be endorsed;
- (c) That the Highways Service be requested to examine traffic restrictions on Heavy Goods Vehicles (HGVs), with particular focus on the areas that are now excluded from the CAZ (Clean Air Zone) in the modified boundary;
- (d) That support be provided for a publicity campaign which would provide advice on cleaner travel alternatives;
- (e) That the Government be requested to provide a targeted scrappage scheme which is aimed at the most polluting older vehicles.

(During the consideration of this item, Councillor Blake returned to the meeting and resumed her position as Chair of the Board, for the remainder of the meeting. At this point, Councillor Coupar left the meeting)

41 Annual Corporate Risk Management Report

The Director of Resources and Housing submitted a report presenting the annual update of the Council's most significant corporate risks and which detailed the arrangements in place, together with the further activity planned during 2018/19 to manage them.

RESOLVED – That the annual risk management report, as submitted, together with the assurances given on the Council's most significant corporate risks, be noted, in line with the authority's Risk Management Policy and the Board's overarching responsibility for their management.

42 Financial Health Monitoring 2018/19 - Quarter 1

The Chief Officer, Financial Services submitted a report which presented the Council's projected financial health position for 2018/19, as at the conclusion of the financial year's first quarter.

Responding to a Member's enquiry regarding the budget pressures in respect of Children Looked After (CLA), the Board received further details on the range of actions and resultant improvements that had been made by the

Council in this field, with it being highlighted how Leeds had bucked the national trend by reducing the number of CLA in the city in recent years.

Members noted that the planned efficiency in 2018/19 arising from the changes to Transport provision was still projected to be achieved from the 18/19 Children and Families directorate budget despite the current pause on SEND transport changes. Responding to a Member's enquiry regarding this, the Board was provided with further information and context on the rationale for introducing such measures for the longer term.

RESOLVED – That the projected financial position of the authority, as at Quarter 1 of 2018/19, be noted.

43 Capital Programme 2018/19 - 2021/22 Quarter 1 Update

The Chief Officer, Financial Services submitted a report providing an update on the Council's Capital Programme, as at Quarter 1 of the 2018/19 financial year, which included details of capital resources, progress on spend and a summary of the economic impact of the capital programme.

RESOLVED –

- (a) That the injection of £629.6k in relation to Capital Receipts to be utilised by Ward Councillors under the Capital Receipts Incentive Scheme (CRIS), as detailed within Appendix C of the submitted report, be approved;
- (b) That the latest position on the General Fund and Housing Revenue Account (HRA) capital programmes, as detailed within the submitted report, be noted;
- (c) That it be noted that the above resolution to inject funding of £629.6k, as detailed within the submitted report, will be implemented by the Chief Officer, Financial Services.

44 Medium Term Financial Strategy 2019/20 to 2021/22

The Chief Officer, Financial Services submitted a report which presented the Council's proposed Medium Term Financial Strategy (2019/20 – 2021/22) for the Board's consideration and approval.

Following a recent announcement by the Ministry of Housing, Communities and Local Government relating to the Local Government Finance Settlement for 2019/20, the Chief Officer, Financial Services provided the Board with details of the announcement. Specifically regarding the Business Rates Retention pilot for 2019/20, the Board noted that Government had confirmed that invitations for the pilot in 2019/20 would be sought, and that the Leeds City Region would not automatically be accepted onto the scheme and would need to submit a bid. It was also noted that the 2019/20 initiative would be for the retention of 75% of Business Rates and not 100%, as in previous years.

Responding to a Member's enquiry, the Board received further information regarding the projections within the report regarding the level of resource

allocation to the Minimum Revenue Provision (MRP), with details being provided on the approach which had been agreed by the Council on the MRP policy in the 4 year period leading up to 2020/21.

In response to an enquiry, the Board received further information on the provision in the Medium Term Financial Strategy for pay awards and the Leeds Living Wage. In addition, responding to the recent Government announcement regarding an increase in public sector pay, although it was noted that Local Government salaries were separate to Government negotiations, should there be any implications for the Council arising from the recent announcement, then the Board would be kept informed, as appropriate.

RESOLVED –

- (a) That the 2019/20 – 2021/22 Medium-Term Financial Strategy for both General Fund services and the Housing Revenue Account, as detailed within the submitted report, be approved;
- (b) That it be noted that further proposals will be brought forward to address the current identified shortfall as part of the Council's budget process;
- (c) That it be noted that the Chief Officer, Financial Services will be responsible for the implementation of the above resolutions.

REGENERATION, TRANSPORT AND PLANNING

45 Update on Progress and Implementation of the Leeds Public Transport Investment Programme (LPTIP)

Further to Minute No. 17, 21st June 2017, the Director of City Development submitted a report providing an update on the significant scheme and package development of the Leeds Public Transport Investment Programme (LPTIP) during 2017/18 and the first quarter of 2018/19, and which also set out the next steps for delivering the programme.

The Board welcomed Mr Nigel Foster, Chair of the associated independent Expert Advisory Panel, who was in attendance at the meeting in order to provide detail on the composition of, and role played by the Panel. Mr Foster also introduced the key points of the Panel's report.

The Board noted the significant level of consultation which had been undertaken when developing the proposals, with the valuable role of the Expert Panel being highlighted.

In response to a Member's enquiry, the Board received further details regarding the aims of the proposed bus priority improvement schemes, with increased reliability and resilience to services being highlighted. In addition, with regard to comments made on the provision of bus services in more rural communities, the Board noted that work continued to be undertaken with bus operators and West Yorkshire Combined Authority (WYCA) on this issue.

With regard to HS2, Members received further information on the actions being taken to ensure that the HS2 station in Leeds would be integrated with the rest of the local and regional public transport network, with the development of the Integration Masterplan being highlighted.

Responding to a Member's enquiry, the Board received further details on the contractual arrangements in place between the Council, WYCA and the bus operator regarding the provision to share profits earned from park and ride facilities at Elland Road and Temple Green, with it being noted that Board Members could be provided with details of the relevant patronage levels required for such arrangements to be activated. Members were also advised that the bus operator bore the financial risk, should either of those two sites not break even. Finally, it was noted that in terms of the proposed Stourton site, such issues would be discussed with the relevant parties as part of any contractual negotiations.

In conclusion, it was highlighted to the Board that should the recommendations within the submitted report be agreed, then the Board would be giving its approval to submit the planning applications for the expansion of the Elland Road Park and Ride site and a new Park and Ride site at Stourton.

RESOLVED –

- (a) That the progress made since April 2016 on developing proposals and the public consultations, be noted;
- (b) That the report of the independent Expert Advisory Panel, as appended to the submitted report, be noted;
- (c) That the development work undertaken on the popular Park and Ride sites be noted; and that support be given on the continued roll out of the park and ride programme including:-
 - (i) Progress on the feasibility work at Alwoodley Gates in the North of the city;
 - (ii) Approval of the submission of a planning application for the expansion of the Elland Road Park & Ride site, and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approval be given to the expenditure of £5.12m from the LPTIP Capital Programme to carry out detail design and construction of the site;
 - (iii) Approval to the submission of a planning application for a new park & ride site at Stourton, and subject to the granting of planning permission and the funding approval of the West Yorkshire Combined Authority, approval be given to the expenditure of £23.74m from the LPTIP Capital Programme to carry out detail design and construction of the Park and Ride site;

- (d) That the expenditure of £11.98m from the LPTIP Capital Programme to carry out detail design and construction of the Bus Priority measures and cycling improvements on the route from the Stourton site into the city centre along Wakefield Road / Low Road / Hunslet Road, be approved;
- (e) That the expenditure of £5.19m to be funded from the LPTIP Capital Programme for the detail design and construction of the following initial schemes, be approved:-
 - (a) A647 – Bradford to Leeds: Armley Road bus gate and bus stop relocation;
 - (b) A61(N) – Alwoodley to Leeds –
 - i Harrogate Road outbound bus lane/gate at Alwoodley Lane
 - ii Harrogate Road inbound bus lane to Outer Ring Road
 - iii Harrogate Road inbound bus lane to Street Lane;
 - (c) A58 – Oakwood & Roundhay to Leeds
 - i Easterly Road verge hardening for off-carriageway parking provision
 - ii York Street bus only;
 - (d) A660 – Adel to Leeds - Holt Lane signalisation.
- (f) That it be noted that the Chief Officer for Highways and Transportation is responsible for the implementation of the resolutions as outlined within the submitted report.

(During the consideration of this item, Councillor Coupar returned to the meeting)

46 Redevelopment of the former Kirkstall District Centre

The Director of City Development submitted a report providing an update on the development schemes emerging for the former Kirkstall District Centre site and which also sought approval for the draft terms of disposal of the Council's land interests which form part of that site.

Responding to a concern raised by a Member in respect of the proposals, the Board received further information and context regarding the location, ownership and composition of the site, which had led to the recommended approach, as detailed within the submitted report.

Following consideration of Appendix 2 to the submitted report designated as exempt from publication 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 the positive progress achieved in securing a redevelopment scheme for land in the heart of Kirkstall, be noted;
- (b) That all Council owned land within the site, as detailed within the red line boundary shown in Appendix 1 to the submitted report, including that leased to Tesco, be declared as operationally surplus;
- (c) That the disposal of the Council's freehold interest in land forming the site to Artisan Real Estate UK Limited on the draft terms, as set out in exempt appendix 2 to the submitted report, be approved;
- (d) That the necessary authority be delegated to the Director of City Development to enable the Director, with the concurrence of the Executive Member for 'Regeneration, Transport and Planning', to approve the final disposal boundary and terms.

(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)

CHILDREN AND FAMILIES

47 Leeds Children's Services Innovation Programme and Partners in Practice: Update Summer 2018

The Director of Children and Families submitted a report providing a summary of the progress made in respect of the Children and Families directorate's Innovation Programme. In addition, the report provided an update on Leeds' support for sector led improvement as a 'Partner in Practice'.

In presenting the report, the Executive Member for Children and Families provided examples of key areas where innovative work continued to be developed and undertaken.

Responding to a Member's enquiry, the Board received further information on the work that continued to be undertaken by Children and Families in its role in developing sector led improvement, but also on the continued work to support the children and young people of Leeds, with tangible outcomes from that work being provided to the Board. It was highlighted that the Council's service provision in this field had been the subject of external evaluation, and was scheduled to be in the future, with it being noted that when the results of such evaluation were known, they would be submitted to the Board for consideration.

In response to a Member's enquiry regarding Leeds' capacity at a senior management level to deliver its own services when also providing support to Kirklees, the Board received assurances that the Authority continued to have sufficient capacity in this area, with it being highlighted that since the Council's involvement with Kirklees, the Council had received a positive outcome from an unannounced Ofsted inspection into service provision for children in care.

It was also noted that agreement had now been reached with the Department for Education (DfE) for Kirklees Council to recruit its own Director of Children's Services, with it being highlighted that such recruitment was underway.

RESOLVED – That the progress made in Leeds' Children's Services Innovation and Sector Led Improvement work, as detailed within the submitted report, be noted.

LEARNING, SKILLS AND EMPLOYMENT

48 Equality Improvement Priorities Progress Report 2017 - 2018 and Equality Improvement Priorities 2018- 2022

The Director of Communities and Environment submitted a report presenting for the Board's consideration and approval the Council's Equality Improvement Priorities Annual Report for 2017 – 2018, together with the Council's revised Equality Improvement Priorities for the period: 2018 – 2022.

Members welcomed the comprehensive report which had been submitted.

RESOLVED –

- (a) That the Equality Improvement Priorities Annual Report 2017 – 2018, as appended to the submitted report, be approved;
- (b) That the revised Equality Improvement Priorities 2018 – 2022, as appended to the submitted report, be approved.

DATE OF PUBLICATION: FRIDAY, 27TH JULY 2018

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00 P.M., FRIDAY 3RD AUGUST 2018