

## **EXECUTIVE BOARD**

**WEDNESDAY, 15TH NOVEMBER, 2017**

**PRESENT:** Councillor L Yeadon in the Chair

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, R Lewis,  
L Mulherin and M Rafique

**APOLOGIES:** Councillor J Blake

**89 Chair of the Meeting**

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake who had submitted her apologies for absence from the meeting, Councillor Yeadon presided as Chair of the Board for the duration of the meeting.

**90 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting, however, in relation to the agenda item entitled, 'The Grand Quarter Townscape Heritage Scheme', Councillor Yeadon drew the Board's attention to her position as a member of the Leeds Grand Theatre and Opera House Board of Management. (Minute No. 96 refers).

**91 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on 18<sup>th</sup> October 2017 be approved as a correct record.

### **EMPLOYMENT, SKILLS AND OPPORTUNITY**

**92 Improving Health and Work Outcomes**

The Director of City Development and the Director of Adults and Health submitted a joint report proposing the development of a new approach towards the improvement of health and work outcomes, and summarising the joint activity undertaken with partners in order to refocus provision. The report also highlighted the need to develop an integrated approach towards health and employment support in order to ensure that disabled people and those with long term health conditions that wished to work were supported to secure and sustain employment. Finally, the report provided details on the ambition to involve a wider group of stakeholders in the promotion of healthy workplaces, with a focus on creating and retaining a talented and diverse workforce.

Members highlighted the importance of the work being undertaken in this area, which it was noted, was in line with Council initiatives such as the Leeds Inclusive Growth Strategy.

Responding to a Member's enquiry, information was provided in respect of how further positive outcomes in this area would continue to be delivered. It was emphasised that in order to achieve such positive outcomes, the Council would need to work with those companies it had contracts with and also the private sector in general, in addition to working collaboratively with the Authority's more long standing partners, such as those within the health sector. It was also highlighted by Members that as work in this area continued to progress, further detail in respect of outcomes and associated targets would be welcomed, with it being suggested that such data be provided to the Board in due course.

Members also highlighted the importance of ensuring that a proactive approach was taken in tackling the issue of stress related illness and the promotion of good mental health. In response, the Board was provided with examples of the work currently being undertaken and which continued to be developed in this area.

With regard to the further development of work regarding health and work outcomes, emphasis was placed upon the need for the Council to be well positioned to bid for any further sources of external funding, should they become available in the future.

#### **RESOLVED -**

- (a) That the work undertaken to date in respect of improving health and work outcomes, together with the progress which has been achieved in this area, be noted;
- (b) That the proposed approach which will continue to engage with a broad range of stakeholders and seek their commitment to improving health and work outcomes in the city, be supported;
- (c) That agreement be given for the Council to work with Health and Care partners in order to build the business case for a revised joint delivery model which would support disabled people and those with health barriers to access and sustain employment;
- (d) That it be noted that the Chief Officer, Employment and Skills and the Chief Officer, Health Partnerships will be responsible for the implementation of such matters.

#### **RESOURCES AND STRATEGY**

##### **93 Treasury Management Strategy Update 2017/18**

The Chief Officer, Financial Services submitted a report which provided a review and an update of the Council's Treasury Management Strategy for 2017/18.

With regard to a Member's enquiry, the Board was provided with further details in respect of the Council's approach towards New Replacement Borrowing, which aimed to maintain an appropriate balance between short

and long term loans. Also, in respect of Leeds' approach towards such matters when compared to other Local Authorities, officers undertook to provide the relevant Member with a further briefing.

**RESOLVED** – That the update on the Treasury Management borrowing and investment strategy for 2017/18, as detailed within the submitted report, be noted.

**94 Capital Programme Quarter 2 Update 2017 - 2021**

The Chief Officer, Financial Services submitted a report providing an update on the Council's Capital Programme position as at the end of the second quarter of the financial year. In addition, the report also sought specific approvals in relation to funding injections, as detailed within the covering report and the associated appendices.

Responding to a Member's enquiry regarding the nature of the jobs being created as a result of the Council's Capital Programme investment, officers undertook to provide the Member in question with a briefing on such matters.

**RESOLVED -**

- (a) That the latest position, as at quarter 2, on the General Fund and Housing Revenue Account Capital Programmes, as detailed within the submitted report and appendices, be noted;
- (b) That the net increase in the General Fund and Housing Revenue Account Capital Programme 2017-2021 of £337.5m since the setting of the Capital Programme in February 2017, be noted, with it also being noted that such injections are detailed in Appendix D to the submitted report, and that £64.1m of schemes require approval as part of the report;
- (c) That it be noted that the borrowing required to fund the Capital Programme in 2017-18 has reduced by £5.4m since the February Capital Programme update 2017, with it also being noted that the Capital Programme remains affordable within the approved debt budget for 2017-18, and that further work is underway through regular Capital Programme reviews in order to ensure that future debt costs are maintained within the overall Medium Term Financial Strategy;
- (d) That the following £64.1m of injections into the Capital Programme, as set out below, and as detailed within Appendix D to the submitted report, be approved:-
  - £38.2m education grants funding;
  - £9.6m Better Care Fund grant;
  - £5.4m annual programme injections reconciling to the medium term financial strategy, as set out in Appendix B to the submitted report, funded by Leeds City Council borrowing;
  - £5.0m Local Centres Programme;
  - £3.1m other grants and contributions;
  - £2.0m Grand Quarter Townscape Heritage Scheme Grant;

- £0.8m Capital Receipts Incentive Scheme (CRIS), as detailed at Appendix E to the submitted report.

(e) That it be noted that the above resolution (d) to inject funding will be implemented by the Chief Officer, Financial Services.

## **95 Financial Health Monitoring Report - Month 6**

The Chief Officer, Financial Services submitted a report regarding the Council's projected financial health position for 2017/18, as at month 6 of the financial year.

Responding to a Member's enquiry, the Board was provided with further information on the current position in respect of the Dedicated Schools Grant, and the actions being taken and proposed to be taken in order to manage the associated budgetary pressures.

In addition, with regard to the Children's Centres budget, Members received clarification on the source of the pressures in this area, together with further information on the actions being taken to monitor and manage them. Also, the Board received further details of the projection as detailed within the report, with regard to the 'Children Looked After' budget.

**RESOLVED** – That the projected financial health position of the Authority, as at month 6 of the financial year, be noted.

## **REGENERATION, TRANSPORT AND PLANNING**

## **96 The Grand Quarter Townscape Heritage Scheme**

The Director of City Development submitted a report seeking authorisation for the resubmission of the Grand Quarter Townscape Heritage scheme to the Heritage Lottery Fund (HLF) in December 2017, together with the allocation of £500,000 Council match funding for the project.

The Board was supportive of the proposals detailed within the submitted report.

Members highlighted the unique character which had been developed in this area over time, referencing the wide range of independent retailers located in the Quarter. Emphasis was placed upon the need to maintain a mixed economy of uses following any potential regeneration of the area, in order to maximise the benefit for all.

Responding to a Member's specific enquiry, the Board was provided with further information regarding the disposal of the Belgrave Gardens site, which it was noted, formed part of the Council's Capital Receipts programme.

## **RESOLVED –**

- (a) That the submission of a Stage 1 Application to the Heritage Lottery Fund in December 2017 in respect of the Grand Quarter Townscape Heritage Scheme, be approved;

- (b) That the allocation of £500,000 Leeds City Council match funding from within the general contingency budget be approved, subject to a successful Townscape Heritage bid to the Heritage Lottery Fund, with it being noted that this will lever in up to £2m of Heritage Lottery Fund grant and, subject to individual property grant agreements, £2.5m of private match funding;
- (c) That it be noted that the Executive Manager (Town Centres, Heritage & Buildings) will be responsible for the implementation of such matters.

#### **97 The Local Centres Programme (LCP)**

The Director of City Development submitted a report which presented details of the emerging Local Centres Programme (LCP), provided information on the proposed scope and application procedure for the initiative and which also sought agreement to implement the programme, as outlined within the submitted report.

Members welcomed the proposals detailed within the submitted report. The Board considered the flexible approach which was proposed to be taken towards the bidding process for programme funding, discussed the impact that such an approach may have, with the key role of local Ward Members in this process being highlighted.

#### **RESOLVED –**

- (a) That the contents of the submitted report, be noted;
- (b) That the Director of City Development, in liaison with the Executive Member (Regeneration, Transport and Planning), be authorised to implement the Local Centres Programme, as outlined in paragraphs 3.1 to 3.9 and appendices 1 to 3 of the submitted report;
- (c) That it be noted that the Executive Manager (Town Centres, Heritage and Buildings) will be responsible for the implementation of such matters.

### **HEALTH, WELLBEING AND ADULTS**

#### **98 Refresh of the Better Lives Strategy**

The Director of Adults and Health submitted a report presenting a refreshed and updated version of the Council's 'Better Lives' strategy, together with an associated action plan for the period 2017-2021.

In acknowledging how the refreshed strategy aimed to prioritise the delivery of high quality of provision in Leeds, a suggestion was made as to whether consideration could potentially be given to making the monitoring arrangements for such provision more participative.

Responding to a Member's enquiry, the Board received an update regarding the progress being made on the development of infrastructure as part of the

Better Lives Strategy. Specifically however, Members also discussed the current position with regard to Extra Care housing provision in the city, with a detailed update being provided on the ongoing work being undertaken in this area and with it being noted that the intention was for the Council to go out to tender for the development of 2 sites in January 2018. When considering the position of the Council in terms of Extra Care housing provision compared to other Local Authorities, it was noted that the Council did communicate and share best practice with other Authorities. In conclusion, a briefing on such matters was also offered to Board Members, should they require it.

With regard to the issue of social isolation, the Board was provided with further details on the actions being taken to address this issue across the city.

**RESOLVED –**

- (a) That the refreshed Better Lives strategy and associated action plan for the period 2017-2021, be approved;
- (b) That it be noted that the Director of Adults and Health is responsible for the implementation of such matters.

**CHILDREN AND FAMILIES**

**99 The Leeds Preparing for Adulthood Strategy 2017-2022**

The Director of Children and Families submitted a report which sought to raise awareness of the Leeds 'Preparing for Adulthood' Strategy 2017- 2011. The report provided the background, the strategic fit and how the vision and strategy had been designed using a co-production approach – which had been undertaken with key stakeholders including young people and families, together with partners from the education, health and care sectors across the city.

Emphasis was placed upon the successes to date of the supported internship pilot programme.

Responding to an enquiry regarding the performance indicators which had been developed for the strategy, it was noted that a mechanism would be developed in order to ensure that outcomes were monitored and measured.

**RESOLVED –**

- (a) That the work undertaken to date on the Preparing for Adulthood Strategy 2017 – 2022 be acknowledged; and that the intended outcomes of the Strategy be supported and agreed;
- (b) That the 'supported internship' programme, as detailed within the submitted report, be supported and promoted across the Council and its partners by offering 'supported internship' placements, and also by embedding the 'ask' in the social value commissioning framework and the Child Friendly Leeds Employers' network;

- (c) That it be noted that the Head of the Complex Needs Service is the responsible officer for the implementation of the Strategy.

**100 Proposal for a Strategic Review of provision for children and young people with Special Education Needs and Disabilities (SEND)**

The Director of Children and Families submitted a report proposing the undertaking of a Strategic Review of 0-25 SEND (Special Educational Needs and Disability) provision in Leeds. The report also set out the Local Authority's duties in this area, and provided details of the proposed scope and methodology of the review together with the associated consultation.

Members highlighted the importance of the work proposed to be undertaken in this area, and in response to an enquiry, assurance was provided that the associated communication process with young people and their families would be clear, and that consultation would be robust.

**RESOLVED –**

- (a) That the Strategic Review process, including the consultation period running from 6<sup>th</sup> November 2017 to 4th December 2017, be noted;
- (b) That agreement be given for the Good Learning Places Board to hold the accountability for governance and permissions in relation to the implementation of the outcomes arising from the review;
- (c) That it be noted that the final proposals will be presented in the document entitled, 'Local Authority Strategic Plan of SEND Provision 2018-2021', which will be presented to the Executive Board for consideration and approval in February 2018;
- (d) That it be noted that the overall responsible officer for the implementation of the Strategic Review, together with the publication of the plan is the Head of Complex Needs.

**COMMUNITIES**

**101 Locality Working - Tackling Poverty and Reducing Inequalities**

The Director of Communities and Environment submitted a report which sought approval to introduce a new place-based, integrated approach towards the delivery of service provision, the tackling of poverty and the reduction of inequality in some of the city's poorest neighbourhoods.

In considering the proposals, the Board acknowledged the continuing involvement of Scrutiny in the development of the approach. In addition, Members noted that the locations of the priority Council estates needed further work to ensure that all relevant estates meeting the set criteria were identified. Furthermore, and responding to a Member's comments, it was emphasised that the universal service provision for communities across the city would remain.

Also, responding to a Member's enquiry, the Board was provided with further information on: how the proposed multi-agency approach would work; how the performance of previous approaches had informed the current proposals; and how Scrutiny would help to evaluate the progress being made by the initiative as it developed.

**RESOLVED –**

- (a) That the deployment of a new place-based approach towards early intervention and prevention in respect of tackling poverty, reducing inequality and addressing vulnerability in Leeds, be approved;
- (b) That the Director for Communities and Environment be requested to provide an annual progress report on the impact of this initiative as it develops.

**102 Beyond Decent Homes - The 2018 Housing Revenue Account (HRA) Capital Investment Plan**

Further to Minute No. 171, 22<sup>nd</sup> March 2017, the Director of Resources and Housing submitted a report providing an update on, and seeking support of the latest position regarding capital investment proposals for the Housing Revenue Account (HRA) assets over the next 10 years.

In introducing the report, the Executive Member for Communities highlighted the extensive engagement and communication exercises which had taken place with tenants following the Grenfell Tower fire, and it was noted that following the undertaking of independent inspections in all of the Council's high rise blocks, it was confirmed that all of the Council's blocks had achieved the necessary standard.

Members welcomed the proposals to lobby Government in respect of the removal of the HRA borrowing cap in order to allow the replacement of homes sold under the 'Right to Buy' initiative, and also welcomed the prioritisation being given to the proposed fire safety measures, including the installation of sprinkler systems in high rise stock.

Responding to a Member's enquiry, it was noted that should Government funding be made available for the provision of required fire safety measures, then further information would be submitted to the Board for consideration in terms of the extent to which such funding contributed towards the cost of meeting all required measures, and the impact that it would have upon the wider HRA Capital Investment Plan.

Finally, the Board also noted that the proposed Council investment into fire safety measures, as detailed within the report, enabled work to progress in this area, whilst the outcomes from the Grenfell Tower inquiry and any subsequent Government decisions were awaited.



## **RESOLVED –**

- (a) That the 10 Year HRA Capital Investment Plan, as detailed within the submitted report and appendices, be supported, subject to further annual review being undertaken as part of the HRA Business Plan;
- (b) That Executive Board support be given to the lobbying of Government: to provide funding for any new fire safety requirements which arise from the Grenfell Tower inquiry, such as the installation of sprinklers in all high-rise stock; and also to the removal of the HRA borrowing cap in order to allow the replacement of homes sold under the 'Right to Buy' initiative.

## **ENVIRONMENT AND SUSTAINABILITY**

### **103 The future of the Waste and Recycling Strategy for Leeds**

Further to Minute No. 56, 27<sup>th</sup> July 2016, the Director of Communities and Environment submitted a report which set out the proposed programme regarding the development of a revised waste and recycling strategy for Leeds. The report provided an update on the local and national context, and discussed some of the key issues for consideration in terms of the Council's future ambitions and the achievement of targets. Also, the report outlined the detailed appraisal work to be undertaken on the options for the Council's kerbside recycling strategy, and sought approval to the guiding principles and proposed programme for the development of the strategy.

Members received clarification on the role of DEFRA's (Department for Environment, Food and Rural Affairs) Waste and Resources Action Programme (WRAP) in respect of the proposals, and noted that funding had been received from WRAP in order to undertake an assessment of a range of kerbside recycling options.

The Board discussed the proposals detailed within the submitted report, and considered the future opportunities and challenges that the waste and recycling service faced, and how such matters would be taken into consideration as part of the overall review.

Responding to a Member's enquiry, emphasis was placed upon the need to ensure that an overarching and joined up approach was taken when considering matters such as the delivery of recycling provision. A specific example was provided in relation to the planning and waste management teams. In response to that specific example, officers undertook to liaise with the relevant directorates and report back to Board Members with the findings.

In addition, it was also highlighted that any future strategy would need to: have a long term vision, in order to ensure that it was able to adapt to the changes brought about by events such as Brexit or the evolving global recycling market; maximise any opportunities to access external funding sources should they become available; and also use Leeds' large scale to its advantage whilst at the same time ensuring that the range of differing requirements found in communities across the city were recognised.

**RESOLVED –**

- (a) That the contents of the submitted report, in particular the context and issues relating to the Council's waste and recycling strategy, as detailed within the submitted report, be noted;
- (b) That the areas and options to be considered and assessed (as detailed within section 5.3 of the submitted report), as a part of the proposed options appraisal exercise, to be led by the Chief Waste Management Officer, be supported;
- (c) That in principle approval be given to the outline programme (as detailed at section 5.5 of the submitted report) for the development of a revised Leeds Waste Strategy, including the undertaking of public consultation, with the detail to be subsequently agreed with the Director of Communities and Environment.

**DATE OF PUBLICATION:** FRIDAY, 17<sup>TH</sup> NOVEMBER 2017

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY, 24<sup>TH</sup> NOVEMBER 2017

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on Monday, 27<sup>th</sup> November 2017)