



JOINT PLANS PANEL

Meeting to be held in Civic Hall on
Thursday, 11th September, 2014 at 1.30 pm

MEMBERSHIP

Councillors

J Akhtar	K Mitchell
B Anderson	J McKenna (Chair, City Plans Panel)
J Bentley	S McKenna
D Blackburn	E Nash
C Campbell	J Procter
A Castle	R Procter
R Charlwood (Chair, North & East Plans)	M Rafique (Chair, South & West Plans)
B Cleasby	K Ritchie
D Cohen	B Selby
M Coulson	C Towler
R Finnigan	P Truswell
R Grahame	F Venner
C Gruen	N Walshaw
P Gruen	G Wilkinson
S Hamilton	R Wood
M Harland	
M Ingham	
G Latty	
T Leadley	
J Lewis	
M Lyons	
C Macniven	

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A G E N D A

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1			ELECTION OF THE CHAIR To formally nominate the Chair for the meeting	
2			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS To consider any appeals in accordance with Procedure Rule 15.2 of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded) (*In accordance with Procedure Rule 15.2, written notice of an appeal must be received by the Head of Governance Services at least 24 hours before the meeting)	

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3			EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC 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. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- RESOLVED – That the press and public be excluded from the meeting during consideration of those 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	
4			LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration (The special circumstances shall be specified in the minutes)	
5			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.	
6			APOLOGIES FOR ABSENCE	

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7			MINUTES OF THE MEETING HELD ON 14 NOVEMBER 2013	1 - 4
8			LEEDS STANDARD To receive and consider the attached report of the Chief Planning Officer	5 - 14
9			END OF YEAR PERFORMANCE REPORT 2013-14 AND UPDATE ON QUARTER 1, 2014-15 To receive and consider the attached report of the Chief Planning Officer	15 - 34
10			PLANNING SERVICE REVIEW To receive and consider the attached report of the Chief Planning Officer	35 - 48
11			PLANNING ENFORCEMENT - STOP NOTICES AND TEMPORARY STOP NOTICES To receive and consider the attached report of the Chief Planning Officer	49 - 56
12			MEMBER TRAINING To receive and consider the attached report of the Chief Planning Officer	57 - 62
13			BUILDINGS AT RISK To receive and consider the attached report of the Chief Planning Officer	63 - 68
14			DELIVERING EMPLOYMENT & SKILLS OPPORTUNITIES THROUGH THE COUNCIL'S PLANNING FUNCTION	69 - 86
15			DATE AND TIME OF NEXT MEETING 29 January 2015 at 1.30 p.m.	

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			<u>Third Party Recording</u> 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 named 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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Joint Plans Panel

Thursday, 14th November, 2013

PRESENT: Councillor N Taggart in the Chair

Councillors J Akhtar, J Bentley,
C Campbell, A Castle, D Congreve, C Fox,
R Grahame, P Gruen, M Harland, J Harper,
G Latty, T Leadley, J Lewis, C Macniven,
J McKenna, E Nash, J Procter, P Truswell
and G Wilkinson

15 Election of the Chair

RESOLVED – That Councillor N Taggart be elected Chair for the meeting.

16 Late Items

There were no late items as such, however a revised report had been issued for Agenda Item 8 – Officer Member Communication Protocol.

17 Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

18 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors M Coulson, J Cummins, C Gruen, S Hamilton, G Latty, K Mitchell, A McKenna, C Towler, J Walker and R Wood.

19 Minutes

RESOLVED – That the minutes of the meeting held on 27 June 2013 be confirmed as a correct record.

20 Half Year Performance Report

The report of the Chief Planning Officer presented performance information for Quarters 1 and 2, April to September 2013.

Issues highlighted from the report included the following:

- The last 6 months had been characterised by an increase in the number of applications and increased workloads. This had seen a significant rise in application fees.
- Improvement in performance for the completion of major applications.
- Increased interest in PAS land.
- Significant improvement in appeals.

- Plan Panel workloads – The City Plans Panel had a high workload, following a review by General Purposes Committee it had been agreed to continue with current arrangements.
- Workload issues – it was hoped to recruit two temporary principal planning officers and there was also a need to increase enforcement staff.

In response to Members comments and questions, Members discussed the possibility of increasing the regularity of the City Plans Panel. Members also discussed whether certain applications such as supermarkets could be dealt with at area panels. Further discussion focussed on the use of pre-application presentations and position statements.

RESOLVED –

- (1) That the report be noted
- (2) That a further report be brought in 6 months.

21 Officer Member Communication Protocol

The report of the Chief Planning Officer referred to the previous recommendation following the review of plans panel arrangements to develop an officer-member communication protocol which would provide a framework for Ward Member involvement in the planning process.

It was recognised for the need to consult Ward Members and to achieve a constant approach across planning. The protocol set out a framework for engagement with Ward Members throughout the planning process. Members were asked to approve the protocol with a review in six months.

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

- How to deliver within existing resources – reference was made to the Area Committee funded Community Planner in Inner North West Leeds.
- Benefits to Plans Panels.
- Use of consultative committees – these could be time consuming but had led to better dialogue and a significant impact on major schemes.

RESOLVED:

- (1) That the protocol be noted and approved.
- (2) That the protocol be reviewed in six months time to ascertain its effectiveness.

22 Core Strategy Examination Update

The report of the Chief Planning Officer provided a brief update on the examination of the Core Strategy which commenced on 7 October 2013.

Issues highlighted from the report included the following:

- Hearing sessions had been held at various locations throughout the city.
- Attention was brought to amendments to the strategy. These were detailed in appendices to the report.

- Affordable housing.
- Provision for Gypsies and Travellers.

It was reported that there would be a further report to Executive Board in December 2013.

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

- Areas of land that were considered a flood risk.
- The housing target for Leeds.
- Gypsy and Traveller sites and provision – it would be attempted to locate potential sites through the site allocation process.
- Policy in relation to the provision of affordable housing.

RESOLVED – That the report be noted.

23 Constructive Conservation Workshop for Plans Panel Members

The report of the Chief Planning Officer informed Members of an offer from English Heritage to host a workshop on Constructive Conservation.

Members discussed potential methods of workshop delivery and would be consulted on dates.

RESOLVED – That the offer from English Heritage around the theme of Constructive Construction be accepted.

24 Housing Design Quality

The report of the Chief Planning Officer provided a summary of the workshop event with major house builders and recommended receipt of a further report of the formal findings and principles – future outcome of the workshop and asked Members to consider the possibility of recognition by Leeds City Council in its role as planning authority.

It was reported that 11 Members had participated in the event along with developers and a summary of the workshops was presented.

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

- Missed opportunity to get across the role of Ward Members in the planning process.
- Lack of opportunity to discuss the design of houses.
- There could have been more senior representation from the development industry.
- Involvement of land owners and agents.

It was reported that findings of the workshops would be followed up with developers. Further discussion focussed on the need to get things right now to deliver the quality housing needed for Leeds and to enable better and faster decision making.

RESOLVED – That the report be noted and that Joint Plans Panel receive the formally agreed findings of the workshop and considers formal endorsement as local good practice guidance.

25 Date and Time of Next Meeting

To be confirmed.



Report author: Helen Cerroti
Tel: 0113 3952111

Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11 September 2014

Subject: Leeds Standard

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

Summary of main issues

1. A report went to the Scrutiny Board (Housing and Regeneration) on 28 August 2014 on the proposed Leeds Standard. This report is attached for member information and comment. The Scrutiny Board was generally supportive of the Leeds Standard but strongly emphasised the role the Plans Panel has to play in ensuring the delivery of high quality residential schemes in a consistent way across the city and the importance of rejecting obviously poor quality schemes at an early stage in the pre-application/ decision making processes.
2. The next steps are for a report to go to the Executive Board on 17 September 2014 and it is proposed that a special meeting of the Joint Plans Panel will be held later in the year, following the Executive Board meeting to ensure that Plans Panel members have the opportunity to be involved in the discussion of the Standard.

Recommendations

3. Members are recommended to note the report and comment as appropriate and agree to a special Joint Plans Panel meeting in the Autumn.

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Scrutiny Board (Housing and Regeneration)

Working group meeting – Leeds Housing Standard

Date: Thursday 28 August 2014

Time: 11am – 1pm, Committee Room 2, Civic Hall

1.0 Introduction

- 1.1 At the first Scrutiny Board meeting of the new municipal year the Executive Member for Neighbourhoods, Planning and Personnel, Councillor Peter Gruen, proposed that the Scrutiny Board should carry out pre-decision scrutiny in relation to the development of a new Leeds Housing Standard. The Board agreed that it would include this in its work programme.
- 1.2 A report on the Leeds Housing Standard is due to be presented to the next meeting of the Executive Board on 17 September. This working group meeting has been arranged to enable members of the Housing and Regeneration Scrutiny Board to comment on the developing proposals. The attached report sets out the latest developments with the Standard.
- 1.3 With the agreement of the Chair of the Scrutiny Board, the Sustainable Economy and Culture Scrutiny Board and the Safer and Stronger Communities Scrutiny Board have each been invited to nominate a representative to take part in this working group, given their remits in relation to planning and sustainability matters.
- 1.4 Officers from the Regeneration and Planning functions of City Development and from the Housing and Waste Management functions of Environment and Housing will be attending the meeting to explain the proposals and respond to Members' questions.

2.0 Next steps

- 2.1 Members' observations and recommendations in relation to the Leeds Housing Standard will be written up following the meeting and circulated by email for confirmation. They will then be submitted with the report to the Executive Board.

3.0 Recommendation

- 3.1 Members are recommended to comment on the proposals for a Leeds Housing Standard.

Report of **The Director of City Development and the Director of Environment and Housing**

Report to **Scrutiny Board**

Date: **28th August, 2014**

Subject: **Quality Housing Growth & the Leeds Standard.**

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

SUMMARY OF MAIN ISSUES

1. Executive Board at its meeting in September, 2014 will consider a report on how the Council seeks to achieve appropriate quality standards in support of the delivery of 70,000 houses by 2028, ensuring 'quality' and 'quantity' are achieved in accordance with the draft Core Strategy. The report sets out the importance of excellent quality housing in supporting the economic growth ambitions of the council.
2. The report brings forward recommendations regarding how the Council can give clear and robust guidance, building on the collaborative work between Lead Members, elected Members, officers, partners and representatives of the major house builders.
3. This included the introduction of a 'Leeds Standard' to ensure excellent quality in the delivery of new council homes under three themes; Design Quality, Space Standards and Energy Efficiency Standards.
4. The report proposes how the Council can use the Leeds Standard in its role as Council landlord through its delivery and procurement approaches. Through its actions the Council can also seek to influence quality in the private sector. Those aspects of the Standard concerned with design quality can be addressed through better application of the Council's Neighbourhoods for Living guidance. To assist this a range of updates are proposed to aid clarity. The report makes clear that the wider application of other aspects of the standards is contingent on further

government guidance, which currently envisages a formal development plan process and implementation through the building regulations.

RECOMMENDATIONS

Scrutiny Board is asked to note the contents of this report.

1.0 PURPOSE OF THIS REPORT

- 1.1 This report seeks to provide Scrutiny Board with a summary of the recommendations which will be made to Executive Board for improving residential design throughout Leeds to ensure we achieve quality and quantity in the delivery of new houses in Leeds through the development of linked activities brought together to form Leeds Standard.

2.0 BACKGROUND INFORMATION

- 2.1 The Council is aiming to deliver significant new housing growth of 70,000 houses by 2028, and there is a need to achieve the highest possible design quality to benefit existing and future residents of Leeds.
- 2.2 A housing market which delivers high quality housing in attractive and well-designed neighbourhoods is central to the City's economic growth ambitions. The development of the Leeds Standard is intended to set a high standard and encourage all housing deliverers to share the aspiration towards growth which is sustainable and to the benefit of communities. Good quality housing located in excellent places enhances the perception and reputation of Leeds as a place to live, invest and locate business. It should be seen not as something added on to the housing growth target but integral to its delivery and that of the overarching objective of economic growth and being the Best City.
- 2.3 Recent applications for housing development in Leeds, in particular concerns about character and quality, led to a collaborative workshop which was held in late 2013. The aim of the workshop was to promote a greater understanding of how schemes can be designed to better reflect the positive character and identity of adjoining areas to overcome the commonly perceived problems which arise in submitted applications.
- 2.4 The workshop was attended by members of Plans Panels, representatives of major house builders, designers and officers from the Council involved in housing delivery. There is a need for ongoing proactive engagement with leading house builders on these issues to help speed the delivery of the decision on new housing developments and thereby boost the supply of new housing.
- 2.5 Our 'Best City' ambitions refer to the quality of the built environment and quality of life for all our residents which are significant drivers for continuous improvement and positive change.
- 2.6 The National Planning Policy Framework, the recent Farrell Review (of architecture and the built environment), our own emerging Core Strategy and our existing

'Neighbourhoods for Living' document all point to achieving the highest possible quality design to improve people's quality of life in the places they live.

- 2.7 The Housing and Regeneration workshop in May 2014 also provided a strong basis for this more collaborative and forceful direction to improve the design quality of housing and neighbourhoods in Leeds. Participants included representatives from major house builders, Homes & Communities Agency (HCA), Registered Providers, Estate Agents, Home Builders Federation, planning consultants, Civic Trust, Councillors and officers.
- 2.8 There has also been a design workshop in respect of the new build council housing programme, to share and explore issues of quality in terms of internal space standards, energy/environmental standards, and external layout & architectural quality.
- 2.9 Earlier this year Executive Board received reports, in February and April, setting out the Council's approach to the delivery of new housing at scale, on previously developed land in its ownership, the delivery of new affordable housing in partnership with registered providers in the city and the delivery of new homes through the Council Housing Growth Programme.
- 2.10 The Council Housing Growth Programme Executive Board report, 25th June 2014, provided a further update for Members, and introduced the three themes of the proposed 'Leeds Standard' for this work Design Quality, Space Standards and Energy Efficiency Standards. These themes are now used as a focus for providing an understanding of existing local policy and guidance in this report to Members, and assist in steering a way forward for achieving 'quality housing growth in Leeds'.
- 2.11 Attached as Appendix 1 is a matrix setting out the existing local planning policy and guidance that has been developed to underpin the themes of the Leeds Standard as it applies to the Council Housing Growth Programme and in the Council's role as Local Planning Authority, to housing growth as a whole.

3.0 MAIN ISSUES

- 3.1 The application of the Leeds Standard will take two routes, measures to influence market delivery through the clarification and application of the principles held within the 'Neighbourhoods for Living' document and a clear set of standards and specification for the Council's new build programme under each of the three themes. The approach combines some existing standards and draws on a number of existing Council policies to support and reinforce the standard in addition to some additional specification in respect of the Council's new build programme.
- 3.2 In order to influence the development of market led housing growth the Leeds Standard will take the form of a reinforcement and update of existing policy. Appendix 1 describes this in more detail.
- 3.3 As a social landlord with a significant new build programme the Council will set a new standard for development in excess of that which might ordinarily be brought

forward by the market. In so doing it will seek to show how excellent quality can be achieved and how design lies at the heart of good development.

- 3.4 Executive Board have previously approved a programme of investment to deliver a comprehensive programme of new build housing. The resources currently available to deliver the Council Housing Growth Programme stand at £73m. The programme will deliver nearly 1,000 new Council homes, a level not seen since the 1970s.
- 3.5 The design quality aspect of the standard will incorporate good urban design and site layout and will use the existing standards of 'Neighbourhoods for Living'(NfL). The provisions of NfL will be used to prompt, steer and assess design proposals as they develop.
- 3.6 In terms of Space standards properties developed via the Council Housing Growth Programme will be developed to appropriate sizes which can be flexible and allow for reconfiguration if required. This links to the challenge of meeting the increased demand for smaller units in certain localities which will assist to free up larger family houses. In addition, a range of additional criteria will be considered for schemes and are set out at Appendix 1 the Leeds Standard Matrix.
- 3.7 The main design principle for energy efficiency is to reduce the carbon footprint and reduce running costs.
- 3.9 Appendix 1, the Leeds Standard Matrix, sets out the specification requirements to achieve excellent energy efficiency standards in relation to the Council Housing Growth Programme. The procurement process needs to be adaptive to allow for new innovation and to reflect new technology that is constantly been developed within this area of the design and building of new homes.

4.0 RECOMMENDATIONS

- 4.1 Scrutiny Board is asked to note the contents of this report.

5.0 APPENDICES

- 5.1 The Leeds Standard matrix

The Leeds Standard Matrix

Purpose	Key Themes	Application to Housing Growth - implementation framework	Application to Council Housing Growth Programme – adopted standards and specification
Design Quality and Liveability	• Unique Character of different communities • Place making • Choice of materials • Housing Mix • Design principles & local distinctiveness • Housing Types • Space About Dwellings • Densities • Meeting Housing Need • Lifetime Homes • Greenspace Provision/Green Infrastructure • Access to service & Infrastructure	Neighbourhoods for Living SPG updated as “NfL in Practice”. UDP Saved Policies City Centre Urban Design Strategy Conservation Area Assessments Neighbourhood Design Statements Core Strategy Policies : P10 – P12 H3, H4 & H8 G1 – G8 P9 & ID1	Use and enforcement of Council policies and guidance particularly the Council’s ‘Street Design Guide’ and “Building for Tomorrow Today” Supplementary Planning Document Neighbourhoods For Living applied as an assessment matrix .Target score of 70%min plus specific aspects for individual schemes.
Space Standards	• Minimum Space Standards • Explore optional Building Regulations	Encourage improvements in housing sector overall using council programme standards as opposite Building Regulations following Housing Standards Review	HCA Level 1 Space Standards BS9266 “Design of accessible and adaptable general needs housing code of practice” referenced as applicable. Additional specification including: • A hallway/vestibule to be provided to allow for storage of outside clothing and any mobility aids • Minimum ceiling heights (in line with English Partnership’s Quality Standards Delivering Quality Places as an existing example of good practice) of 3m on the ground floor and 2.4m on upper floors • Bedrooms to be doubles • One bed units to be built on the footprint of a two bed unit to allow flexibility and subsequent conversion in response to changes in demand.

Sustainable Design & Construction	• Energy Efficiency • Low Carbon • SUDS • Local sourcing of materials	Encourage improvements in housing sector overall using council programme standards as opposite CS Policies EN1 – EN3 Building for Tomorrow Today SPD	Design/Orientation • maximise solar gain, energy that is received free from the sun. • Each property to either have solar PV or be designed to allow easy retrofit. • All properties should have SMART electricity meters Fabric • ‘fabric first’ as high levels of insulation equals low energy demand. • Low u-values to all elements Floor/Wall/Roof 0.15 or lower, windows 0.8 or lower triple glazed. • Aim for all surfaces to be within 5°C of each other, creating a comfortable environment. • Airtightness / MVHR High levels of air tightness and no draughts or uncontrolled ventilation, resulting in heat loss. • Aim to achieve 1 air change per hour or less • MVHR providing the correct ventilation and air changes per hour = better air quality. • MVHR recovers 90% of heat back into incoming air. Heating • low levels of heating (in relation to Insulation and air tightness) • boiler size to achieve efficiency in relation to property size • gas central heating designed to allow boiler to operate in condensing mode; Underfloor heating where relevant • Electric only properties to be explored as an option, if low heat demand. This saves on servicing costs, installation costs, saving of gas standing charge. Hot Water • Either from gas central heating, combi or cylinder. • Or if electric only: • Small flat – electric point water heater / shower or small cylinder. • Larger house – Cylinder Immersion / with option of solar hot water.
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Report author: Helen Cerroti
Tel: 0113 3952111

Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11 September 2014

Subject: End of year performance report, 2013-14 and update on quarter 1, 2014-15

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

Summary of main issues

1. Overall in 2013-14, planning application numbers were up by 2.8%, but with a significant rise of almost 25% in the number of major applications being made to the service. Application numbers in quarter 1, 2014-15 are up by 6% across all application types on the same period last year.
2. In addition to the increase in workload there was an improvement in the performance on major applications, with a determination rate of 73.3% in 13 weeks in 2013-14, this is a significant improvement compared with 2012-13. This has largely been down to better project management and a sharper focus. The new extension of time arrangements which can be entered into with applicants to extend the time in which an application can be determined has also assisted our overall improvement in performance in the latter part of 2013-14 and the first quarter of 14-15.
3. There is considerable activity in a number of sectors including residential, offices, retail, student housing, the educational sector and industrial. There are a substantial number of residential applications in the system being dealt with including some PAS sites.
4. Appeal performance was improved in 2013-14 compared to the previous years – Leeds has more appeals than the other Core Cities but in 2013 - 14 but maintains a high performance.
5. Service improvements continue to be made: a wide scale planning review commenced in early 2014 has now concluded and the implementation stage is about to commence; a house builders seminar to drive up standards in quality of design and place making;

retention of the Customer Services Excellence award for customer services and for the first time, extension of the scope of the award to include the whole of planning services and putting measures in place to strengthen the probity and transparency of the decision making process.

6. Progress continues to be made in the enforcement service with a number of successes and the resolution of long standing cases, progress on a needed restructure and a greater focus on the progression of key cases, keeping customers updated and the closure of older cases where no further action can be taken.
7. It has nevertheless been a further challenging year, balancing workloads and resources available within a changing planning environment, brought about by the Governments planning reform agenda and the pick up in the economy.

Recommendations

8. Members are asked to note the report and comment as they feel appropriate and to receive a further performance report in six months time.

1 Purpose of this report

- 1.1 At the last Joint Plans Panel meeting on 14 November 2013, members received and noted a performance report for planning services for quarters 1 and 2, covering the period April to September 2013. It was resolved that the Joint Plans Panel would receive a year end performance report for 2013-14 at its next meeting.
- 1.2 Due to the rescheduling of this meeting from July to September 2014, planning and enforcement performance information relating to quarter 1, April to June 2014-15 has also been included to provide a more up to date position.
- 1.3 This report is presented for information and comment.

2 Background information

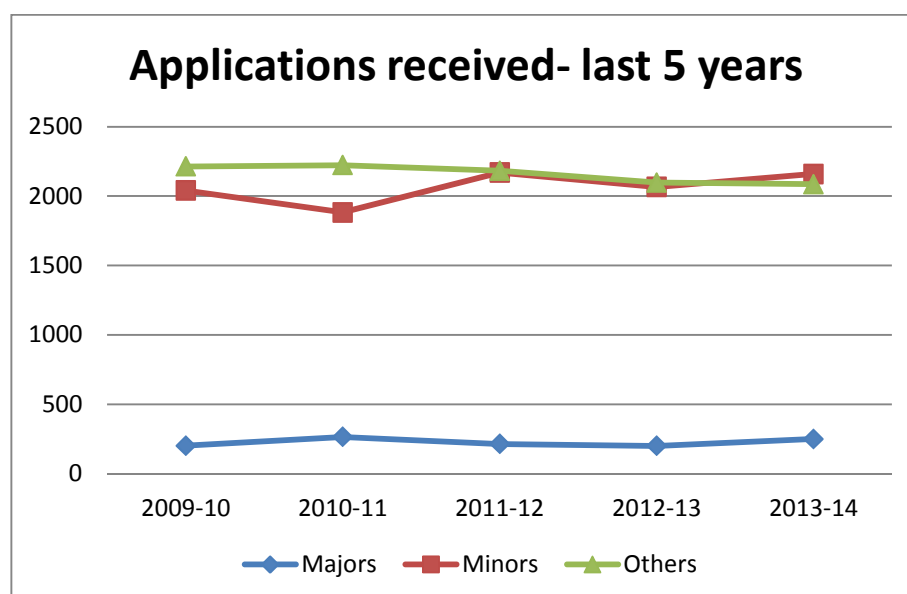
- 2.1 Across all categories of applications, the number of planning applications received in 2013-14 was up by 2.8% compared with those received in 2012-13, but the number of major applications increased from 200 in 2012-13 to 249 in 13-14. Coupled with the rise in numbers has been the significant improvement in determination rates for major applications from 61.4% at the end of 2012-13 to 73.3% in 2013-14. This is particularly important with the commencement of the planning guarantee whereby out of time majors over 26 weeks old are liable for their fee to be returned.
- 2.2 The service uses several measures to determine the quality of decision making: lost appeals, number of complaints and upheld complaints. Performance in these areas compares favourably with 2012-13 with the number of stage 1 and stage 2 complaints broadly the same and no local settlements required on Ombudsman complaints. Appeal numbers have increased, but so has the percentage of those appeals being dismissed.
- 2.3 The service has an ongoing commitment to service improvement and a number of activities have taken place throughout the year to ensure the decision making process is robust and accountable and customer service is integral to the organisation. This includes the planning review - a four month review of the planning "function" by external consultants, working with volume house builders to develop a high quality Standard for new homes in Leeds and extending the scope of the Customer Services Excellence award.

3 Main issues

3.1 Planning performance and workload

- 3.1.1 A total of 4,495 planning applications were made in 2013-14, up by 2.8% on the previous year. Major applications saw the greatest increase in numbers up by 24.5%. Householder applications are only marginally down on previous years figures, which is a little surprising given the new permitted development rights for

larger householder extensions, which takes some household extensions out of the system. The chart below shows the number of applications received over the last five years.



3.1.2 In the first quarter of 2014-15, 1,221 applications have been submitted, a 6% increase on the same period last year.

3.1.3 The government sets national performance targets for decision making on planning applications as follows:

- 60% of major applications determined within 13 weeks
- 65% of minor applications determined within 8 weeks
- 80% of other applications determined within 8 weeks

3.1.4 A total of 3,977 decisions were made in 2013-14, compared with 3,976 in 2012-13. Overall, 79.9% of all decisions were made in time. The majority of decisions were taken by officers under the delegation scheme which accounted for 96.7% of all decisions - similar to last year at 96.8%.

3.1.5 The performance for the last three years and the first quarter of this year is set out below:

	% Majors in time (target 60%)	% Minors in time (target 65%)	% Other in time (target 80%)
2011-12	56.3	76.9	85.1
2012-13	61.3	77.4	88.9
2013-14	73.3	70.3	83.3
2014-15 (quarter 1)	83.3	79.9	87.4

3.1.6 Performance particularly on major applications continues to improve year on year. The figures for 2014 -15 show a further significant increase from the end of the

year position across all categories but this is partly explained by the fact that in 2014-15 applications determined in accordance with an extension of time agreement are not counted as out of time in the returns on government statistics. Nationally, for the period 2013-14, 70% of major applications were being determined in time¹, therefore not only is Leeds' performance a significant improvement on last year, it is also above the national average determination rate.

- 3.1.7 At the end of 2013-14 the numbers of out of time Majors stood at 38 at the year-end – similar to a year ago. Officers are now working proactively with applicants to agree extensions of time across all application categories, where applications are unable to be determined within the statutory timeframe. The number of out of time non majors at the end of March 2014 stood at 140, up from the 120 at the end of last year.
- 3.1.8 At the end of 2013-14 there were 83 applications over six months old, which decreased to 57 at the end of quarter 1. This number needs to be reduced further as there are financial implications in terms of returning the planning fee under the planning guarantee, for those applications over six months old and submitted on or after 1 October 2013.
- 3.1.9 Overall planning fees in 2013-14 totalled £3.5million, £644k more than the budget set at the start of the year and £1million more than 2012-13. £54K of income has been achieved through discharge of conditions, major pre-application charges generated £42K, permitted development enquiries £22K and non-material amendments £23K. In the first three months of 2014-15, fee income of £808K was received – a very busy April followed by lower months in May and June meaning at the 3 month stage we are some £70K down on the budget estimate (which has been increased from last year).

3.2 Comparison with Core Cities

- 3.2.1 The table below shows the performance of the Core Cities for 2013-14. Leeds is only second behind Birmingham in overall workload figures. Like Leeds, other Core Cities have also seen an improvement in their determination rates.

	Majors		Minors		Others	
	No Dec'd	% in time	No Dec'd	% in time	No Dec'd	% in time
Birmingham	181	90.6%	1120	85.5%	3251	94.0%
Bristol	97	70.1%	975	65.5%	1736	80.0%
Leeds	105	73.3%	866	70.3%	2917	83.3%
Liverpool	No data available					
Manchester	No data available					
Newcastle	73	74.0%	335	86.0%	996	92.00%
Nottingham	66	90.9%	367	89.4%	880	89.5%
Sheffield	101	82.2%	656	69.8%	1642	84.3%

¹ Department Communities and Local Government Planning applications January to March 2014 Statistical Release 20 June 2014

3.2.2 Of the Core Cities, Leeds makes the most use of Planning Performance Agreements and extension of time agreements, with 28 PPA, all within time and 61 extension of time agreements in the year. These all related to major schemes. Combining the Majors , PPAs and Extensions of Time then Leeds decided 194 major schemes in the year compared to 184 in Birmingham and 123 in Sheffield. The Government is keen that Local Planning Authorities use tools such as PPA and extension of time agreements as it gives applicants more certainty about the determination process and timescales. Interestingly, although Birmingham performance is high across all categories, they also have a very high rate of withdrawn applications, 779 over the year, compared with 286 in Leeds.

3.3 **Permitted development**

3.3.1 On 30 May 2013 the Government amended legislation to allow certain types of development to go forward without the need for planning permission for a three year period. This included larger single storey rear house extensions and the conversion of offices to residential use.

3.3.2 The larger house extension changes were controversial and a late amendment introduced a neighbour notification process. This means immediate neighbours are informed of proposals and they have the opportunity to make an objection. Applications without any objections after the 21 day notification period are permitted development (PD). Applications which have received representations are determined by the LPA through the prior approval process. In such cases, the LPA can only assess the impact on amenity. Between 30 May 2013 and the end of March 2014, 262 larger extension proposals have been submitted, over half of these were permitted development and of those going through the prior approval process, seven have been granted prior approval and 13 refused, on the grounds of impact on amenity. 63 were outside of the scope of permitted development and required planning permission. There is no fee for this work.

3.3.3 Leeds sought an exemption for office to residential schemes for the prime office area in the city centre which is a major employment hub for the city and region. Like many other authorities, Leeds was unsuccessful. A light touch prior approval process to allow transport, contamination and flooding issues to be addressed by LPA is in place, with no further approval required. Up to the end of April 2014, 32 offices to residential schemes have been submitted in Leeds, with so far 20 grants of prior approval and three refusals. Schemes have generally been outside the city centre. Within the City Centre the notable bigger schemes have been for 34 units at 117 The Headrow, 63 units at Rivers House, Park Square and the conversion of Brunswick Point on Wade Lane. Whilst £1,280 fee income has been generated through this work this is considerably less than if a planning application had been submitted and no Section 106 contributions are payable towards greenspace, affordable housing and public transport etc.

3.3.4 The government is currently consulting on making permanent these temporary permitted development rights (which at present will expire in May 2016).

3.4 Panel decision making

	Number of meetings		Decisions		Pre-app'n presentations		Position statements		Deferred	
	Q1		Q1		Q1		Q1		Q1	
City Panel	18	4	37	12	26	5	15	6	9	1
North and East	13	3	52	13	2	0	1	1	9	3
South and West	11	3	47	16	3	1	7	3	5	2
TOTAL	42	10	136	41	31	6	23	10	23	6

- 3.4.1 During 2013-14, the three Plans Panels considered 136 applications. Seven decisions were made contrary to officer recommendation. This represents 5.1% of the total number of decisions made by the three Panels. This is a positive reduction on the number compared with last year, where 6.4% of decisions were contrary to the officer recommendation. Of those 7 decisions, 5 were approved and 2 refused with no subsequent appeal made. 4 approvals were given by South & West Panel and the other approval plus the 2 refusals by North & East Panel. In quarter 1, there have been 5 decisions not in accordance with the officer recommendation out of 41 decisions (12.2%) – all refusals but involving 3 planning applications and 2 condition discharges, 3 at South & West Panel and 2 at North & East Panel. These figures and any trends are actively monitored by officers.
- 3.4.2 Of the 249 major applications received by the LPA in 2013-14, 130, or 52% were dealt with by the three Plans Panels for determination. 31% of all the major applications received by the service in 13-14 went to the City Panel.
- 3.4.3 City Panel continues to deal with a significant number of pre-application presentations and position statements; this is to be expected given the nature and complexity of proposals which are eventually determined at City Panel.
- 3.4.4 A number of additional City Panel meetings have also been held to discuss East Leeds Extension Thorp Arch and NGT in 2013-14.

3.5 Appeals

- 3.5.1 The table below shows that performance on the number of dismissed appeals has been steady with some improvement in the last couple of years, demonstrating that the service's decision making is robust and transparent. A continuous review of appeal decisions takes place to ensure that any common themes are highlighted and to mitigate the risk of appeals occurring on similar grounds and to see whether delegated decision making in particular is hitting the right balance of being good quality but not unreasonable.

Year	Appeal Decisions	Dismissed	Costs awarded against Council	Costs awarded to Council
2014-15 Q1	54	67%	0	0
2013-14	251	71%	4	0
2012-13	187	67%	3	0
2011-12	254	69%	7	2

- 3.5.2 In 2013-14 appeal costs of £4,796 were received by the council from the Planning Inspectorate from the rerun of the Hook Moor Wind Farm Inquiry, Micklefield following the quashing of the original decision. Costs paid out by the Council on two appeals totalled £12,900. Two other costs awards (one full and one partial) made in August / September 2013 have not yet been settled but will not total more than £6,200.
- 3.5.3 The Kirklees Knoll Protected Area of Search (PAS) site inquiry is to be reopened in November 2014. The Public Inquiry at Grove Road, Boston Spa (PAS site) has taken place and a decision is expected in late October. There have been further Inquiries held at Deighton Road, Wetherby (retirement home – design issues) and at Cottingley Springs (12 travellers pitches - Green Belt) and decisions are now awaited.
- 3.5.4 Recent research by planning consultancy, Turley Associates² has shown that there has been an increase in the success rate for planning appeals since the introduction of the Government's National Planning Policy Framework (NPPF) two years ago, with a particularly significant increase in upheld appeals for residential scheme appeals determined after public inquiries.
- 3.5.5 In comparison with the Core Cities in 2013-14, Leeds has the highest number of appeals, but achieves a high dismissal rate given the volume dealt with as shown in the table below.

Core Cities	Number of Applications (2013-14)	Number of Appeal Decisions	% Upheld
Birmingham	5292	136	26%
Bristol	3136	95	28%
Leeds	4583	249	30.9%
Liverpool	No data available		
Manchester	No data available		
Newcastle	No data available		
Nottingham	1433	37	43.2%
Sheffield	3190	50	38%

² Turley Associates The impact of the National Planning Policy Framework on decision making, 30 June 2014

3.6 Major Projects

3.6.1 There is considerable activity in a number of sectors including retail, student housing, offices, educational sector and industrial:

- Work has started on phase 1 of Victoria Gate for the John Lewis development in the City Centre.
- Position statement on the application for new homes on the former Vickers Factory
- Residential and retail scheme at Millennium Village, Allerton Bywater
- Residential units on former Yorkshire Chemicals site
- Student housing - Downings Tower at Leeds Met and Pennine House
- Office - Sovereign Street and the first office building at MEPC, Whitehall Road is well advanced, office schemes on Queens Street and Park Place are also under construction
- Floodlights at Headingley cricket ground
- Leisure- the Merrion Centre refurbishment is almost completed
- Hotel - major scheme at Portland Place is now under construction
- Minerals- energy from waste proposals approved and Veolia are now on site. Wind turbine scheme for Yorkshire Water has also started.

3.6.2 More housing has been delivered on site in 2013-14 than in 12-13. Work is underway on a number of larger brownfield sites eg Clariant/ Riverside Mills, Garnetts in Otley, Bodington as well as on the Phase 2 and 3 greenfield sites including Churchfields, Boston Spa, Centurion Fields, Adel and Daisy Hill, Morley. Some smaller brownfield sites are now starting, showing renewed confidence. Approval has now been given in outline on 4 PAS sites in Rothwell, Oulton, Morley and Farsley and there are detailed applications under active consideration on 3 of these sites.

3.6.3 There has been some progress in moving forward schemes where viability has been an issue including Wharfedale Hospital, Otley and Fountain Street, Morley.

3.6.4 At the end of 2013-14 the profile of major residential applications shows that of the 59 major residential applications, 11 are on PAS sites (18.6%); of the nine large-scale major residential applications, 7 are on PAS sites (77.8%) meaning that in total 18 out of 68 major residential applications involve PAS sites.

3.7 Compliance activity

3.7.1 The number of enforcement cases received in 2013-14 has risen slightly compared to the previous year, and has been fairly constant over the four quarters of 13-14. During the year the rates of case resolution have continued to outpace cases received and the overall number of cases has reduced to 1200 which is closer to the service plan target of 1100 than at any time over the last five years. With continued progress it is hoped that the target figure can be achieved over the next reporting period. However, in quarter 1 more cases have been received than have been resolved. Individual caseloads still remain high at around 110 – 130

cases per full time equivalent with a consequent impact on the responsiveness to complainants and progressing cases.

	Q1	Q2	Q3	Q4	Total	Q1**
No of cases received	402	389	339	339	1469	358
No of cases resolved	335	363	388	351	1437	310
Initial site visits						
Category 1: Site visit same day/within 1 day. Target 100%	100%	100%	100%	75%	93.75%	100%
Category 2: Site visit within 2 working days. Target 95%	97%	92%	83%	77%	87.25%	93%
Category 3: Site visit within 10 working days Target 90%	92%	95%	90% 92%*	82% 98%*	89.75% 94.25%*	72% 96%*

* Figures for site visits undertaken within 20 working days in accordance with amended temporary target. See below.

**2014/15 – Q1 figures included for information. Full report in relation to these figures within next reporting period.

3.7.2 Performance in undertaking initial site visits has fallen slightly in the last two quarters of 13-14. The service has had significant resourcing issues caused by a number of factors including a maternity leave, the appointment of two enforcement officers as planning assistants and a significant increase in absence from sickness (11% of the available resource in enforcement was lost in sickness absence in January and February 2014). In response, the timescale for responding to Category 3 visits was lengthened in the short term to 20 days. With this adjustment the performance figure has been maintained and performance is starting to pick up again now as staffing issues start to be addressed. The target figure will return to 10 days for the next reporting period. In relation to the category 1 and 2 cases the figures relate to a relatively small number of cases and only 8 cases in total missed the target over the last 2 quarters of 2013-14.

3.7.3 Outcomes of case resolved

No Breach*	46%
Resolved by negotiation	31%
Breach but de minimis/ not expedient	9%
Planning permission/ CLU granted/ appeal allowed	10%
Enforcement/other Notices complied with/resolved by prosecution action	4%

*Includes matters that are “permitted development”; where no development or material change of use is involved; matters that were time exempt from enforcement action on investigation; or where approved plans and conditions have been found to have been complied with.

3.7.4 55% of all complaints investigated this year were found to either involve no breach of planning control or are minor infringements. This is similar to previous years where the figure has consistently been between 55% and 60%. Conversely, 45%

(approx. 700 cases) involving significant breaches have been resolved to the satisfaction of the Council. Ward Member meetings have continued throughout the year and invitations continue to be sent out with the bi monthly key cases list.

3.7.5 Enforcement and other Notices

3.7.6 During the 2013-14 52 Enforcement Notices, 6 Breach of Condition Notices, 3 Listed Building enforcement notices and 1 S215 Notices were issued. 3 Temporary Stop notices and 1 Stop notice have been served.

3.7.7 There are a further small number of cases (approximately 10) with authorised notices waiting to be served, some are awaiting land registry searches to be returned and a smaller number are awaiting consideration by legal services. In all these cases formal action is likely to result.

3.7.8 It has been agreed with legal services that planning services will now issue and serve enforcement notices for less complex breaches without consultation with legal officers and that the printing and serving of all enforcement notices will be carried out in planning services. This shift in working practices has placed pressure on case officers in progressing cases but has been carried out successfully in house for the past year and continues to be monitored. Regular liaison with legal services takes place on more difficult and complex cases. The majority of planning breaches continue to be resolved through negotiation.

3.7.9 Prosecution Outcomes and outstanding cases

3.7.10 A small number of cases have proceeded to the courts for non-compliance with enforcement notices or for the illegal display of advertisements. Outcomes have involved low level fines and awards of costs to the council. Whilst all these cases have been successful in the courts, in a small number of cases it has not resulted in the breach of planning control being remedied and this is a frustration. An injunction was successfully obtained in relation to a long standing breach in relation to a house extension where previous action in the courts has failed to achieve an outcome. The majority of the required works to comply with the injunction have now been undertaken and the case is likely to be closed in the near future.

3.7.11 Proactive Initiatives

3.7.12 City Centre long Stay Car Parks

3.7.13 Enforcement notices have been served on a significant number of unauthorised long stay city centre car parks, subsequent appeals have been dismissed and car parks have ceased operating. Further notices have been served on sites that have gained permission but have not complied with planning conditions relating to the environmental improvements or landscaping works promised as a result of the consideration of applications comprehensively. A number of decisions are still outstanding but in cases where decisions have been received these notices have also been upheld. Work will continue to monitor and take action in order to support the city centre car park strategy as new operators come forward. Regular

monitoring of all car parks is being undertaken collaboratively with parking services and planning enforcement.

3.7.14 Headingley / Hyde Park To Let Boards

3.7.15 Proactive monitoring and enforcement of the Direction and the adopted Code of Practice to control the display of “To Let” boards in a part of Headingley/Hyde Park, has resulted in a number of prosecution actions. Monthly surveys are undertaken as well as a number of survey days in the November board free month. Active dialogue is maintained with many of the key letting agencies in the area to achieve the intended outcome. A number of prosecutions have resulted from the monitoring and enforcement in relation to this initiative as well as a noticeable reduction in the number of boards on display in the area.

3.7.16 Derelict and Nuisance Sites

3.7.17 Work has continued on the Derelict and Nuisance sites initiative which is a cross departmental initiative to help secure improvements to sites in a poor state which have proved difficult to bring forward by one single action. Planning Enforcement plays a key role in the working group and is involved in the serving of Section 215 Notices and Enforcement notices to bring forward improvements together with works from other services such as Regeneration and Building Control. A number of improvements have been secured through the initiative without a large capital spend through coordinated action. A regular working group agrees actions and work continues with a rolling budget to secure improvement to the city’s most problematic sites.

3.7.18 Customer services and Restructure

3.7.19 Work has continued with Compliance to drive forward service improvements. The service has moved over to CAPS enterprise system to ensure timely case reviews and actions on live cases and to ensure closure of cases where appropriate. This has helped improve customer feedback on case progress as well as reduce overall caseloads. Work continues to reduce the number of old cases that will not progress to reduce overall officer caseloads. It is also worthy of note that during the year there has only been one upheld complaint across the service.

3.7.20 The compliance service is currently being restructured to ensure that the Area based alignment in Development Management is mirrored, that a career grade system for enforcement officers similar to planning officers is produced and to clarify management arrangements and sharpen focus on a proactive, outcome based approach on priority cases. There is discussion taking place with staff and Unions at present prior to moving into the implementation phase.

4 Service quality

4.1 Complaints

4.1.1 The service received 113 Stage 1 complaints in the year of which 21 were upheld (19%). This compares to 82 complaints in 2012/13 with 13 (16%) upheld. 41 Stage 2 complaints were received in the year of which only 1 was upheld, similar

to 2012/13 when there were 41 Stage 2 complaints and none upheld. The service received 76 compliments in the year which were recorded – similar to the 77 received in 2012/13.

4.1.2 20 Local Government Ombudsman (LGO) cases were also received but 14 were closed on arrival and needed no investigation. Three other cases referred to the same housing site where the service accepts that the impact on an adjacent Conservation Area was not properly considered. As part of the LGO investigation a report was commissioned from an independent planning consultant. The LGO provisional view on these cases has found fault with the way the LPA considered the application, but found no injustice causing harm.

4.1.3 No financial settlements have been suggested by the LGO during this period.

5 Service improvements

5.1 E-planning

5.1.1 The service has continued to develop new processes and systems both in response to changes in legislation eg additional prior notification applications and notifications and Certificates of Proposed Works for Listed Buildings and to meet business requirements using Enterprise with Uniform. The use of Enterprise to improve case management particularly around applications where we are at risk of having to return the fee has been further developed.

5.1.2 Tree Works applications are live on the system including Public Access and around 450 have been processed to date.

5.1.3 Work on making the new website more customer friendly is ongoing and the feedback from this year's SOCITM report has seen the whole website improve from 1 Star to 4 stars. Further improvements are planned over the coming months.

5.1.4 Further work has been completed with Enterprise- getting internal consultations with Sustainable Development onto the system, resulting in information reaching officers more quickly and removing unnecessary duplication and the use of Enterprise to collect key information for SHLAA to ensure quality information is input consistently.

5.1.5 The major upgrade to the new server and the upgrade to Oracle and ArcSDE finally went live in January with very little impact on the service. This was a massive achievement given the complexity and scale of the project.

5.1.6 Further improvements include rolling out of Phase 1 of dual screen working to planning officers to improve electronic working, the Derelict Land project is progressing well and should go live within the next few months, rollout of the new printers and the last elements of the upgrade to Windows 7 has been completed.

5.2 Audit of decision making

- 5.2.1 Internal Audit undertook a review of the processes and systems in place for making planning decisions at the end of the financial year. The scope of the review was to obtain assurance that there was a robust system in place to ensure decisions in respect of planning applications were taken promptly and in accordance with all relevant legislation and guidance and that appropriate levels of income are collected and recorded. The audit concluded that Substantial Assurance was provided for the control environment. This was found to be sufficiently robust to provide assurance in respect of compliance with legislation and in respect of the full and complete collection of fee income.
- 5.2.2 In order to strengthen this process, a further review has been undertaken to look at extending the number of officers who would be required to declare their interest, by recognising that it is not necessarily grade, but role that may dictate whether there is a need to know information on interests. There is ongoing dialogue with Trade Union representatives to clarify what potential conflicts of interest are and guidance will be issued to all officers involved in working on planning applications, including those involved with working with community groups, site allocations and preparing planning briefs. Where there is a declarable interest, officers would be required to submit a written statement to the Chief Planning Officer and the Head of Planning Services and they should play no part in determination of the relevant application. Declarable interests would include:
- Property ownership
 - Significant financial interest
 - Membership of any community groups involved in particular proposals
 - Officer or family member relationship to the agent or applicant
 - Personal knowledge of the applicant or agent

5.3 House builders' workshop

- 5.3.1 In October 2013, a council led seminar with several national house builders took place. The session was attended by representatives from the volume house building industry, elected members including the plans panel chairs and Executive Board member for neighbourhoods, planning and personnel and council officers.
- 5.3.2 The service took a proactive approach to engaging with volume house builders in a bid to address concerns about the quality of large residential proposals in Leeds and move to a position where proposals better reflect the varied character and identity of the different communities throughout the city. The expectation is that this would lead to better schemes through the clear articulation of the Council's ambition for high quality housing, more clarity for applicants and more consistent and speedier decision making.
- 5.3.3 The next steps are the agreement of principles which will hopefully form the basis of a "Leeds Standard", expressing the quality in design and place making aspirations of the council for new residential schemes. This is also being consolidated by ongoing working relationships with house builders on schemes

both with officers and members through workshops, negotiations and the formal Panel process.

5.4 Planning Review

5.4.1 A full review of the function and role of planning services commenced in March 2014 and concluded in July. The aims of the review were:

- assess the appropriateness of resources, the culture of the organisation and embedding the development management approach in striving for high performance
- consider workload volume and level of support
- consider the current service income and identification of any further opportunities for further monetising the service
- consider the overall determination process, focusing on if and where improvements in processes or cost-savings can be identified.

5.4.2 The review process involved interviews with internal and external stakeholders and follow-up in depth workshops to further explore priority areas. Staff groups have been heavily involved in the review in informing the process.

5.4.3 The four month review ended at the end of July 2014 and the service is now commencing with the implementation stage. A report on the review and next steps is included on the agenda of this meeting.

5.5 Customer Services

5.5.1 The customer services section within planning services has been the holder of the Customer Services Excellence Award (CSE) since 2009. This is a national government standard awarded to organisations which demonstrate that they are a customer centric organisation. The scope has now been broadened to include the wider planning service. The whole service was subject to an external assessment in April 2014 and was successful in gaining the award. The service is only the second planning service in the country to hold the award and will be reassessed on an annual basis.

5.5.2 Next year, the service will be assessed against rigorous criteria which looks at customer satisfaction. The service will run a customer survey in autumn 2014 to feed into the CSE process and methodologies are currently being considered in order to achieve a better response rate than the 7% of the January 2013 survey.

5.6 Review of the Plans Panel

5.6.1 Following the reorganisation of the Plans Panels in 2012, two review reports were presented to General Purposes Committee (GPC) in 2013-14; the first after six months operation in May 2013 and a further report after a year's operation in October 2013. The reports focussed on workloads, delivery of major schemes, pre-application process and operation of meetings. The report recommended that GPC embed the Plans Panel arrangements permanently as part of the Council's decision making framework, which was agreed.

- 5.6.2 A close watch will continue to be maintained on workloads and the duration of meetings, particularly if major application numbers continue to rise, leading potentially to more applications coming to City Panel. However, the use of special meetings to deal with particular applications such as energy from waste, NGT and Thorpe Park have been useful and allows for the appropriate time and level of scrutiny to be given to strategically important applications.

6 Challenges Ahead

6.1 Planning Guarantee

- 6.1.1 The planning guarantee came into force on 1 October 2013. The guarantee requires local authorities to determine applications in a maximum of 26 weeks. Any application over 26 weeks old where there isn't an extension of time agreement or PPA will be liable for the return of the applicant's planning fee.
- 6.1.2 On 1 April 2014 (26 weeks after the guarantee came into force), the service had 83 applications over 26 weeks old without an extension of time agreement. Work was actively progressed to achieve a resolution on these schemes or put an extension of time agreement in place and at the end of quarter 1 the number of applications over 26 weeks reduced to 57. So far, three applications have gone over the 26 week timescale and the fees have had to be returned; these fees amounted to just over £5,000. The situation is being actively monitored and managed to mitigate the risk of reoccurrence. Now, as a matter of course extension of time agreements are being actively sought on any and all applications approaching the 26 week deadline.
- 6.1.3 The refund of the planning fee is one incentive for LPAs to determine applications swiftly; the other is the threat of being placed in special measures. In 2014 the government consulted on increasing the threshold where local authorities would be designated, from 30% of major applications taking longer than 13 weeks to 40%, and where more than 20% of decisions on major applications are overturned at appeal, measured over a two-year period. The DCLG has recently confirmed that it will now go ahead with this. Currently Leeds is far above these thresholds, but the government has indicated that the threshold will be reviewed and possibly raised year on year. This may have significant implications for the service as more PAS sites come forward and until the picture on the 5 year housing land supply is clearer.
- 6.1.4 A further feature of the guarantee is that it allows applicants to by-pass the LPA placed in special measures and apply directly to the Planning Inspectorate (PINS). Nationally, Blaby Council has been the first and only LPA to be designated and developer Gladman Homes has bypassed the LPA and submitted a residential scheme for 220 homes directly to the PINS. This application was subsequently refused by PINS.

6.2 Planning Review

- 6.2.1 The Planning Review described earlier has been completed and the service is now in receipt of a final report and high level action plan. The report indicates that the current level of staffing (FTE) is broadly right for the current volume of workload, provided the recommended efficiencies and change management process was embarked on. The report also concludes that there is no contingency to allow for increases in workload, sickness or other staff absences. Therefore the service needs swiftly to find ways to increase service capacity by making operational efficiencies. It is likely that there will be a period of change, both from a process perspective and culturally, which will need to be actively managed. The challenge will be to ensure that the service operates as effectively and efficiently as possible so it is in a better place to respond, as and when the economy picks up, to the increase in application workload that will inevitably follow.

6.3 Performance against targets

- 6.3.1 At the end of the financial year the service's performance on majors was the best it has been for a number of years and is a positive step in engendering further confidence in the planning system in Leeds. There is still room for improvement and further work is needed in service to actively manage caseloads so that any application likely to not be determined within the statutory period has an extension of time agreement, as a matter of course. This will require officer's taking a much more project managed approach to applications and embedding the use of extension of time agreements as good practice.
- 6.3.2 A number of officers will be leaving the service in the coming year through early leavers initiative and voluntary redundancy. This has implications on service performance, especially if numbers of applications continue to rise. The complexity of some recent applications- East Leeds Extension, Thorp Arch, Thorpe Park and NGT places significant resource demands on the service and resourcing at an adequate level of experience and sheer numbers may represent a challenge going forward. The Chief Planning Officer is due to retire at the end of 2014 and recruitment is underway for a suitable replacement - this will be a key appointment and is likely to have significant implications for the service as a whole.

6.4 National Changes

- 6.4.1 The reform of the national planning system is continuing and there was a significant Technical consultation on further possible changes to the planning system issued in late July by CLG with a response date in late September. This proposes that the temporary PD changes to householder single storey rear extensions and change of use of office to residential become permanent, that further PD and Use Classes Order changes be introduced and that conditions discharges be reformed so that if no decision is made within a period of time the applicant can proceed on the basis of the submitted information. The changes are designed to reduce control in certain areas and speed up the process. There is an increasing emphasis on a 3 tier planning system - PD, prior approval and planning applications. This reduces the role of Local Planning Authorities and further

consolidates the prior approval system for which there is little planning fee, strict time limits and limited if any involvement by the public.

7 Corporate Considerations

7.1 Consultation and Engagement

- 7.1.1 This report is presented for information and there has not been the need for wide consultation.

7.2 Equality and Diversity / Cohesion and Integration

- 7.2.1 There are no specific equality considerations arising from this report.

7.3 Council policies and City Priorities

- 7.3.1 The effective and expedient determination of planning applications contributes to the overall prosperity of the City and plays a key part in the regeneration and growth agenda. The service makes a key contribution to the delivery of housing growth, a priority in the City Priority Plan 2011-15 .

7.4 Resources and value for money

- 7.4.1 There are no specific implications arising from this report. However, measures are being taken to ensure that the service is delivered within the financial constraints.

7.5 Legal Implications, Access to Information and Call In

- 7.5.1 There are no specific legal implications and this report does not relate to a key or major decision.

7.6 Risk Management

- 7.6.1 There are a number of risks associated with the decision making process which are both financial and reputational. Measures, processes and future service improvements outlined in the report seek to minimise the risk of challenge.

8 Conclusions

- 8.1 There has been significant progress on major performance with an increase in the number of applications determined in 13 weeks. At the end of 2013-14 this stood at 73.3%, a sound platform for 2014-15. Emphasis will continue to be placed on the efficient and expeditious determination of majors, use of Planning Performance Agreements and extensions of time when it is clear that applications cannot be determined in the statutory timeframe.
- 8.2 2013-14 saw a significant rise in the number of major applications in particular, and whilst this is good for planning fees, it has consequences for resourcing and performance. Again, numbers at the end of quarter 1 showed a 6% increase on the same period last year. A close watch will be kept to ensure that there are sufficient resources to maintain the quality and speed of service necessary. The planning guarantee provisions for returning fee income on those applications not

determined within 26 weeks could represent a challenge, particularly on the largest and most significant applications, unless applicants agree to a Planning Performance Agreement or agreed extension of time.

- 8.3 Progress continues to be made on complaints and the successful retention of Customer Services Excellence in Customer Services and for the first time in Planning Services; showing the on-going commitment to customer care.
- 8.4 It has been a year of significant national changes to the planning system as part of the government planning reform agenda, with a total of 11 changes in the year. The changes to permitted development rights for large household extensions, for which there has been no fee and offices to residential has resulted in more work, and little fee income. It is likely that the government will continue to raise the bar for appeals and performance on majors, so a careful watch will be made on the service performance.
- 8.5 The next year will focus on implementing the recommendations identified through the planning review in a bid to maximise efficiencies and utilise resources in the most effective way and a further challenging year ahead is anticipated. However, the direction of travel and objectives are clear in terms of transforming how we work, maintaining and improving performance levels and continuing to improve services to customers.

9 Recommendation

- 9.1 Members are asked to note the report and comment as they feel appropriate and to receive a further performance report in six months time.

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Report author: Helen Cerroti
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Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11 September 2014

Subject: Planning service review

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

Summary of main issues

1. Planning services commissioned a review of the service by Ove Arup and Partners Limited (Arup) and Lynda Addison Consulting in early 2014. The review took approximately four months to complete and the service is now in possession of their final report and suggested action plan.
2. The review heavily involved staff from planning and sustainable development, elected members and senior council officers. Representatives from the development industry and community organisations were also involved.
3. The main aim of the review was to assess the adequacy of the council's development management function and whether it was efficiently using resources to achieve an effective, high quality service, capable of delivering the growth agenda in Leeds.
4. A number of significant themes came through the review process- resourcing the service and building capacity, value for money, ICT and the need to take a multi-disciplinary approach on the largest and most significant applications, particularly residential sites, in order to meet corporate ambitions.
5. The Arup action plan forms the basis of a planning services action plan which is currently being developed; a number of quick wins have been identified and will start to be implemented in early autumn 2014.

Recommendations

6. Members are recommended to note the report and comment as they see appropriate.

1 Purpose of this report

- 1.1 This report describes the review recently undertaken by Ove Arup and Partners Limited (Arup) and Lynda Addison Consulting on planning services. The review has been completed and the service is now about to embark on the implementation stage. This report describes the next steps, reporting and governance arrangements in this implementation stage.

2 Background information

- 2.1 A review was commissioned by Planning Services and carried out by Arup and Lynda Addison Consulting in early 2014, concluding in July 2014. The overall aim of the review was to consider whether the council's development management function is efficiently using resources to achieve an effective, high quality service which is capable of delivering the growth agenda in Leeds.
- 2.2 The main areas of focus were:
- appropriateness of resources – the structure, scale and mix of the service;
 - workload volume and level of support – efficiency and (process) effectiveness;
 - culture change – embedding the development management approach and striving for high performance;
 - consider the current service income and identify any further opportunities for further monetising the service;
 - broadly considering the overall determination process, focusing in on sub-elements of the process if/where improvements or cost-savings can be identified and whether modified processes are more appropriate.
- 2.3 The review followed a methodology of internal and external stakeholder interviews, data analysis, and workshops to form a number of emerging conclusions and recommendations. A final report was produced by Arup along with a suggested high level action plan. The action plan is attached as appendix 1.
- 2.4 The final report evaluates the current function of planning services, considers the service's capacity to deliver now and in the future, makes a number of recommendations on efficiencies, income generation, savings and staffing levels.
- 2.5 Throughout the review staff from planning services, planning policy, SDU, Highways, Legal services, Director of City Development, the Chief Executive, Chief Economic Development Officer, Plans Panel Chairs, the small working group and the Executive Board Member for Neighbourhoods, Planning and Personnel have been engaged. In addition, external stakeholders including volume house builders and other representatives from the development industry and community representatives have also been engaged. Regular communications and updates have been provided to staff, City Development Management Team and senior elected members on the progress of the review as well as circulation of relevant documents to facilitate buy-in and ongoing positive involvement. Comments received throughout the review have been fed back into the process, as appropriate.

3 Main issues

3.1 The review provided a fundamental analysis of how the service currently operates, considered the decision making process to see if it provided value for money, with high quality outcomes and identified opportunities for service improvement and efficiencies. With such a wide ranging brief, the review has “scratched the surface” of many issues which will be investigated in detail, going forward. However, several areas came out clearly in the report, which are described below.

3.2 Resourcing the service

3.2.1 An aim of the review was to ascertain if the service is appropriately resourced to respond to current and future service demand. Of the Core Cities, Leeds has the second highest number of major applications, which includes a number of large scale residential and other significant schemes. The national average of major applications received by a local planning authority is 3%; Leeds has around 4%, some of which are large, complex, sensitive and of strategic importance. This means for individual officers there is often a disproportionately complex caseload profile and a numerical count of cases alone does not provide the whole picture.

3.2.2 However, Arup undertook a resourcing exercise to look at the current staffing level, assessing its adequacy in the context of current and future workloads. They concluded that the current level of FTE was broadly right for the current volume of workload, provided the recommended efficiencies in the report and change management process were embarked on.

3.2.3 Additionally, an assessment of application trends over the last three years was undertaken. Based on this data the consultants forecast that by 2019 application numbers are likely to increase by approximately 4,000, to a total of c9,600 applications. An analysis of historical patterns of residential applications shows that the delivery of 70,000 homes is likely to lead to over 2,400 additional residential applications across the plan period. Therefore they conclude that in meeting the growth aspirations of the City, coupled with an improvement in the economy even if their recommendations were fully implemented, additional staff *would be* required to meet future ambitions.

3.3 Value for money and fit for purpose

3.3.1 The consultants recognised Leeds workload is unlike most other authorities given the volume of applications, profile of applications, urban nature of much of the authority but also large rural areas, as well as the scale of the planned growth for both housing and employment. The consultants also recognised that the current Leeds model for development management is inherently “more expensive” than in other authorities where there are fewer panels, lower lever of engagement and requirements around servicing elected members and the local community.

3.3.2 The consultants suggested that as the service is resourced for the current workload with little contingency for absences or increases in workload, the service needs to choose where its resources are deployed, as it cannot continue do everything at the current level. The report recommends the service takes a more

proportionate approach to the determination of applications. This will involve officers taking a more “business like” approach to deployment of time and resources including use of consultees.

3.3.3 Another aim of the review was to ensure the service represented value for money and is efficient in its operation. Given that the consultants considered the current staff resource is adequate for the current volume of work, it is recommended that the service needs to create capacity now to facilitate better working, to speed up the process and deliver high quality schemes, but that our internal processes, internal relationships, ICT, structure and lack of a pro-active culture are to greater or lesser degrees hindering this. By implementing the suggested changes the whole process would be more efficient and focussed and provide that additional capacity thus enabling the service to respond better to current and future service demands.

3.3.4 The service needs to build capacity in the first instance to create the time and space to make the changes that are required and the report highlights a number of ways this could be achieved:

- A “can do” approach to growth, but not at any price, with officer buy in and management reinforcement
- Managers making the time to manage- this will ensure there is better case management, workload management and support in decisive decision making
- Balancing caseloads and experience levels across the area planning teams
- Consultation, focussing on schemes where it adds most value and empowering officers to use greater judgement on other applications
- Reengineered processes including validation and registration, site notices
- Reviewing the level and scope of pre-application advice, taking a cost sensitive approach
- Taking a more proportionate approach to determination of applications, particularly on non-contentious applications

3.4 ICT

3.4.1 A key theme of the review was the use of ICT to deliver a speedy and efficient service, which supports business needs.

3.4.2 The review concluded that the service is not maximising the benefits of the current system and suggests an independent CAPS/ Enterprise staff user group is established to take forward the development of the system. This would allow staff feedback on the current system and for system users to help devise solutions to any issues. The consultants also suggest engaging with other advanced users of the same system to explore best practice through site visits.

3.4.3 The service is currently operating a dual paper based and electronic system, creating, at times, duplication and delays in the process. The recommendation is that the service moves increasingly to electronic working in order to realise further operating efficiencies. It is also likely that savings would be generated from the

reduction in printing, creation of hard copy files etc. However, this also requires a significant cultural shift with all stakeholders, not only planning officers.

- 3.4.4 There will need to be more emphasis and promotion of the Planning Portal as a way of submitting applications and development of the LCC website to encourage self-service; these will also generate operating efficiencies.

3.5 **Multi-disciplinary approach**

- 3.5.1 The report highlights that there are particular issues in terms of the time to determine applications on schemes for major dwellings and on major manufacturing applications and suggests the need for a stronger multi-disciplinary approach on the largest schemes. This may be particularly appropriate for major residential schemes, especially with a number of large housing schemes coming forward, where such a multi-disciplinary team would be able to deliver housing expeditiously, helping to achieve corporate ambitions, achieve housing targets and deliver the New Homes Bonus. Time expended early saves time and effort further into the process as well as helping to deliver higher quality schemes. It would also provide additional opportunities for fee earning activity in terms of pre-application services or Planning Performance Agreements. However the service also needs to ensure these services are fit for purpose and needs to review the core offering and charging structure.

3.6 **Next steps**

- 3.6.1 The Arup action plan will form the basis of the planning service action plan which will be worked up to identify priorities, timescales and deliverables. A number of “quick wins” have been identified to release the necessary capacity in order to move the other actions forward. However, the service is taking a measured approach as it wishes to involve staff in working groups to develop potential solutions and this has resource implications. Therefore the service will initially focus on a small number of initial actions with other actions timetabled in the long, medium and short term. Immediate actions include:

- reviewing the validation and registration process- getting valid applications to planning officers more quickly
- Establishment of an ICT systems group
- Area planning team composition and workload
- Pre-application service
- More proportionate approach for delegated reports

- 3.6.2 In terms of governance, the Planning Services Leadership Team (PSLT) will take a role in maintaining the overview of the project, with the development project manager reporting to PSLT on progress on a monthly basis.

- 3.6.3 Monthly planning updates involving the Chief Planning Officer will take place as well as quarterly updates to City Development Directorate meetings and to the Executive Board Member for Neighbourhoods, Planning and Personnel.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The planning review has undergone extensive consultation with staff, the Trade Unions, Plans Panel Chairs, small working group, Executive Board Member and representatives from the development industry and local community groups.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no specific equality and diversity or cohesion and integration issues arising from this report.

4.3 Council policies and City Priorities

- 4.3.1 The effective and expeditious determination of planning applications contributes to the overall prosperity of the city and plays a key part in the regeneration and growth agenda. Development management has an integral role in promoting sustainable and inclusive economic growth, a Best Council Plan priority.

4.4 Resources and value for money

- 4.4.1 A fundamental aim of the review was to assess if the service was providing value for money and value in judgement. The review concluded that with current workloads, broadly, there is the correct number of staff for the workload, provided the efficiency measures outlined in the action plan are implemented. However, in meeting the Council's ambitious growth agenda of delivering 70,000 new homes coupled with the improvement in the economy it is likely that application numbers will rise. This is likely to have resource implications on the service which will need to be addressed. There may also be scope for additional revenue streams or charging for particular services, including the pre-application service for other types of applications.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 There are no specific legal implications and this report does not relate to any key or major decisions.

4.6 Risk Management

- 4.6.1 Local Planning Authorities are at risk of being placed in special measures if they fail to determine 40% of major applications in time and lose more than 20% of major planning appeals, additionally the planning guarantee is now in place which means that any application not determined within 26 weeks is liable for the fee to be returned. This means there are a number of risks associated with the decision making process which are both financial and reputational.

5 Conclusions

- 5.1 The review, by the nature of its wide remit has scratched the surface of many of the issues facing the service, but it has highlighted a number of areas where the service can improve its efficiency through the implementation of new process and use of ICT, working smarter in a multi-disciplinary way, taking a more proportionate business-like approach to resource inputs, finding ways to increase capacity to allow managers to manage and support case officers and adopting a “Leeds way” of doing things.
- 5.2 It’s important that the service “gets its house in order” now, whilst workloads remain relatively steady, but this is only part of the solution should workloads rise as the consultants predict. If the council is to deliver its growth agenda it is likely additional resources will be needed in the future.
- 5.3 The review highlighted that there are particular issues in delivering large scale residential schemes and employment schemes and a more innovative multi-disciplinary development team approach may be required. This potentially has resource implications. Essentially, if the city is to grow so will the resource needs of the service to facilitate that growth.
- 5.4 The Arup action plan will form the basis of a planning services action plan and this currently being developed. Staff buy-in to this change management process is essential; some of the changes will be process based or procedural, others are cultural which may take longer to embed. The staff working groups will help to deliver particular solutions and frequent communications will be provided to staff to ensure that there is momentum and continued buy-in to the change management programme. Similarly, CDD and elected members will also receive regular updates as the plan is implemented.

6 Recommendations

- 6.1 Members are recommended to note the report and comment as they see appropriate.

7 Background documents

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
1	Publish review report and disseminate findings to staff as part of a discussion exercise to encourage buy-in to the process and actions. This should be part of an ongoing consultative and informative staff-wide communications process.	High	Short-term						
2	Develop action list into improvement plan, adding in owners, leads, timescales and risk / mitigation strategies. The existing management group should review this on an ongoing basis as part of the regular meeting agendas. It is vital that progress is driven, supported and reinforced.	High	Short-term						
3	Senior managers should carry little to no caseload. Time focus should be on managing cases through staff. Effort needs to be made in the first instance to 'making time to improve' and freeing up time for area managers to buy capacity. This will also be achieved through other efficiency efforts.	High	Short-term						
4	Ensure comprehensive use of new internal consultee function on Enterprise, and production of standard responses for more straightforward consultation requests.	High	Short-term						
5	Diarise and ensure case reviews take place (as a minimum) at the 'start' and 'prior to officer report writing' points of the decision-making process. These meetings are to ensure managers can guide, instruct, support and empower case officers to determine cases and develop their own abilities. Senior case officers should be encouraged and supported to devolve some tasks to more junior members of staff. Applications are projects and are determined by the project team.	High	Short-term						
6	Drive an attitude of consistency – there should be 'one way of doing it' at both a team and individual level.	High	Short-term						

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
7	Consider the service structure in the light of review findings re: management, caseload, seniority, experience and process. This need not involve a restructure, but rather a definition of roles and responsibilities at each 'level' of the organogram (note: as distinct from staff career grades) in terms of staff / line management, caseload management, caseload (level and type of applications typically tasked with), report review and sign-off and delegated decision sign-off. This is not about defining 'job descriptions' (and the associated culture) by roles within the development management process. To also define (or clarify, or remove) responsibilities of 'Technical' and 'Managerial' roles and circulate to Principal Planners.	High	Short-term						
8	Drop creation and use of paper files as standard. Requirement for paperless working, accepting that for some (defined) applications, plans and complex reports or similar items may be required in hard copy. Registration and validation should be electronic, and printing plans or other documents should be by exception.	High	Short-term						
9	Ensure ownership of the registration and validation process by technical staff, by reviewing and agreeing the Local Validation List and distinguishing between 'legally valid' and 'nice-to-have' documents.	High	Short-term						
10	Set up an IT / Systems Work Group, to receive, log and co-ordinate systems improvements. To be independently chaired by someone with relevant expertise, and to draw upon technical expertise of e-planning, and practical day-to-day experience of middle manager case officers and registration / validation team.	High	Short-term						
11	IT / Systems Work Group to produce on-going electronic systems 'Request and Action List'	High	Short-term						
12	Further develop streamlined 'handle once' registration and validation process	High	Short-term						

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
13	Embed joined-up, collaborative and multidisciplinary working in a proportionate way. This should run across the process (pre-application advice, PPAs, validation, determination, S106 and monitoring/conditions). To include a large-scale majors multi-disciplinary team approach, and IT sharing/access of pre-application advice between disciplines. Encourage and support creative approaches to internal consultation, subject to robust and fair means of recording these electronically.	High	Medium-term						
14	Hold quarterly developer forum meetings with officers to build relationship between development industry and Leeds City Council. Focus on establishing the LCC quality standard and instilling submissions that meet it – explained in terms of applicant benefits around consistency and timeliness.	High	Medium-term						
15	Review the initial data from the time-charge system and calculate the absolute cost of delivering pre-application meetings.	High	Medium-term						
16	Encourage more effective uptake of PPAs through: reviewing the style and structure, greater training to officers of ‘good practice’ examples, process for better engagement of internal stakeholders, and guidance for developers to highlight benefits of entering one and the corresponding service offer. PPAs should be a project plan used to drive the project. Review charges based on timesheet information.	High	Medium-term						
17	Introduce time recording for all Planning Services staff, highlighting the need to be able to understand the relative cost of the component work areas. Design charging codes (e.g. administrative tasks, applications, pre-applications, member briefing) for the system and ensure all staff complete a weekly timesheet on a daily basis.	Medium-High	Short-term						
18	Validation and Registration Officers to work out number of Adobe Standard Licenses required to limit ‘printing to scan’ (equivalent of 2.5 FTE)	Medium	Short-term						
19	Review content of the Leeds Planning Webpage and improve awareness of the planning portal, by directing email and phone call enquiries to the website. To explore ways of driving use of the planning portal by applicants and web by consultees and applicants.	Medium	Short-term						

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
20	Review process of uploading revised plans and copying conditions.	Medium	Short-term						
21	Arrange bi-monthly Manager Team Meetings to ensure consistency in decision-making, to discuss resources and allow for efficient delegation of work horizontally across officers of equal experience. Meeting agendas should include updates on improvement, changes to process and updates on the overall corporate objectives.	Medium	Short-term						
22	Case officers to display Site Notices as part of early site visits.	Medium	Short-term						
23	Review access rights and format of performance reports – all officers should be able to access relevant performance reporting. This applies to senior management (strategic overview and dashboard), team managers (workloads and performance for teams and individuals) and individual officers (own performance against averages and targets).	Medium	Short-term						
24	Produce a training strategy / materials to cover the items within the improvement plan.	Medium	Short-term						
25	Evolving the ‘open for business – but not at any cost’ ethos into something more customer-facing. The ‘not at any cost’ is implicit in the Leeds ‘single way’ of doing things. Including this element within the overall ethos arguably undoes the value of the entire statement.	Medium	Medium-term						
26	Limit the ‘anytime’ nature of the ‘Duty Planner’ pre-application service to scheduled afternoon sessions.	Medium	Medium-term						
27	Create an updated pro forma of required information for pre-application advice, make it available on the web-site and an integral part of the outputs from pre-application advice meetings.	Medium	Medium-term						
28	Assess requirements resource for increasing home / mobile working. Includes specification with New Ways of Working and additional laptops and / or wireless network coverage associated with creative approaches to internal consultation.	Medium	Medium-term						
29	Case officers to chair interdisciplinary ‘surgery session’ style pre-meetings for pre-application discussions to ensure that there is a single view on applications and discussions.	Medium	Medium-term						

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
30	All consultation responses should be visible on public access.	Medium	Medium-term						
31	Following time-recording, review of meeting / corporate / member responsibilities – review with a aim of reducing, delegating or rationalising.	Medium	Medium-term						
32	Roll out ongoing training for all new processes (and monitoring of who is / is not doing both the training and the correct process working).	Medium	Medium-term						
33	Scope, devise and implement an escalation process. It should be formal in designation but informal in operation.	Medium	Medium-term						
34	Review the overall approach, emphasis and resource-base for householder applications. Will need to draw in findings from time-recording about the current inputs. To also consider the approach to pre-application advice (distinguishing agent-led application or enquiries from others).	Medium	Medium-term						
35	Craft a business case for additional resources following successful implementation of more efficient working if necessary.	Medium	Long-term						
36	Introduce logging of all site-specific pre-application discussions on to the IT system (including a geographic reference).	Medium	Long-term						
37	Encourage greater liaison between Legal Services and officers around S106 agreements, at a stage when components (topics) of the S106 have been agreed. To include a review of the Section 106 instruction process.	Low	Short-term						
38	Produce ‘electronic shortcuts’ bulletin of less familiar quick solutions to using electronic systems.	Low	Short-term						
39	IT / Systems work group to visit other LPAs.	Low	Medium-term						
40	IT / Systems work group to consider external specialist support for in-depth review	Low	Medium-term						

No.	Action / Area	Priority	Timescale	Review Theme					
				Culture	Structure & Management	Process & IT	Decision making	Performance management	Efficiency & VfM
41	Prepare and circulate a case worker bulletin, to cover the content of PSLT and SMT discussions, detail particularly contentious cases, provide updates on the Core Strategy and provide updates on emerging planning guidance or legislation.	Low	Medium-term						
42	Display public notices in only the Yorkshire Evening Post.	Low	Medium-term						
43	Periodic management review of appeals. To understand the appeal trends, including reasons for appeal, 'source' of appeal reason within the service, and where and why costs are being awarded.	Low	Medium-term						
44	Set up a process of 'case officer rotation' between planning teams or 'work-shadowing' to encourage more efficient cascade of work. Include a review of career progression from technical officer to planning officer.	Low	Long-term						
45	Periodic management review of caseload allocation to ensure consistency and fairness.	Low	Long-term						



Report author: Helen Farrer
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Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11th September 2014

Subject: Planning Enforcement - Stop Notices and Temporary Stop Notices

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

Summary of main issues

1. This report outlines a summary of the powers available to issue Temporary Stop Notices and Stop Notices in relation to planning enforcement matters and the scope of those powers and how they have been used in Leeds..
2. The report is brought to Joint Plans Panel following a request from North and East Plans Panel on 15th May 2014.

Recommendations

1. Members are asked to note the contents of this report and comment on the report as they feel appropriate.

3 Purpose of this report

- 3.1 To inform Joint Plans Panel of the scope and powers available through the use of Temporary Stop Notices and Stop Notices and the implications of their use in planning enforcement.

4 Background information

- 4.1 Following a discussion at North and East Panel on 15th May 2014, a request was made for a report to Joint Plans Panel for discussion that addresses the issue of stop notices and temporary stop notices, to outline the powers that exist, the scope of their use and the implications of using them.

5 Types of Stop Notices

- 5.1 There are two types of stop notice that can be used in planning enforcement matters. Temporary Stop notices and Stop Notices . Both can prohibit works or operations but cannot specify remedial works that may be required.
- 5.2 Temporary Stop notices take effect immediately once served and last for a period of 28 days. Stop Notices can only be served at the same time as an enforcement notice and are effective 3 days after service until the enforcement notice comes into effect.

Stop Notice Powers

- 5.3 A person commits an offence if an enforcement notice is in effect and they have not completed the steps required in the enforcement notice within the compliance period specified in the notice.
- 5.4 Therefore when the Council first serve an enforcement notice the person served upon can continue the activity enforced against until the enforcement notice has taken effect and any specified compliance period has expired. The minimum period in which an enforcement notice takes effect is 28 days. If an appeal is made against the enforcement notice during that period the effect of the enforcement notice is suspended until the outcome of the appeal. Any compliance period specified in the notice/appeal decision is additional to these periods.
- 5.5 It can be seen, therefore, that there can be a considerable amount of time following service of the enforcement notice where the activity enforced against could continue, especially where an appeal is made.
- 5.6 If the Council considers it expedient to stop the activity in the enforcement notice before this period of time has expired, a stop notice can be served. A stop notice can prohibit any or all of the activities which are cited as being breaches of planning control specified in an enforcement notice for a particular site before the enforcement notice takes effect and the period for compliance expires. A stop notice cannot be served without an associated enforcement notice. If a stop notice is contravened then the person contravening it may be prosecuted for an offence. (Section 183 Town and Country Planning Act 1990). The punishment is a

fine of up to £20,000 or for more serious cases the fine is unlimited. The court takes into account the financial benefit accruing to the person convicted in setting the fine. The date a stop notice can become effective is at least 3 days from serving the notice (and associated enforcement notice) unless there are exceptional reasons.

- 5.7 There are restrictions on the use of a stop notice. It cannot, for example, prohibit the use of a building as a dwellinghouse nor can it prohibit activity that started more than 4 years ago.
- 5.8 The power to serve a stop notice is discretionary and the authority must be satisfied that it is expedient that any activity is stopped in advance of the period of compliance specified in the associated enforcement notice. It is necessary to ensure that a full assessment (a cost / benefit analysis) of the likely consequences is undertaken prior to the serving of a notice. It is for the authority to ensure that the stop notice's requirements prohibit only what is essential to safeguard amenity or public safety in the neighbourhood or to prevent serious or irreversible harm to the environment in the surrounding area. It is recommended through Planning Practice Guidance that whenever practicable discussion should take place with the person carrying out the activity as to whether there is any alternative means of production or operation which would overcome the objections in an environmentally and legally acceptable way.
- 5.9 The Stop notice remains in effect until the period for compliance with the enforcement notice expires. . There is no right of appeal against a stop notice although there is a right of appeal against the associated enforcement notice. A stop notice can, however, be challenged through the courts.
- 5.10 It is important to note that with a stop notice compensation can be awarded if the following occurs;
- The stop notice or associated enforcement notice is withdrawn;
 - The enforcement notice is quashed or varied at appeal (other than quashed or varied as a result of planning permission being granted at appeal)
- 5.11 The amount of compensation payable is that which can be directly attributable to the prohibition in the stop notice that is withdrawn, quashed or varied.

6 Temporary Stop Notice Powers

- 6.1 Temporary stop notices were therefore subsequently introduced to give LPAs a tool to stop work straight away before an enforcement notice comes into effect. They are a powerful enforcement tool that allows local planning authorities to act very quickly to address some breaches of planning control where it is expedient to do so. A Temporary stop notice may prohibit a range of activities, including those that take place on the land intermittently or seasonally. Advice is given in the Planning Practice Guidance note about their scope and use which is summarised below.

- 6.2 Section 171(E) of the Town and Country Planning Act 1990 gives powers to authorities to issue Temporary Stop Notices when it requires that an activity which is a breach of planning control should stop immediately. If it is contravened then the person contravening it may be prosecuted for an offence. The punishment is a fine of up to £20,000 or for more serious cases the fine is unlimited. The court takes into account the financial benefit accruing to the person convicted in setting the fine.
- 6.3 In considering whether to serve a Temporary Stop notice, the Local Planning Authority must be satisfied that there has been a breach of planning control and that “it is expedient that the activity which amounts to the breach is stopped immediately”. Reasons for issuing the notice need to be clearly set out on the notice.
- 6.4 The effect of issuing a temporary stop notice will be to halt the breach of planning control immediately. In considering serving a notice it is necessary to undertake a quick but thorough assessment (simple cost / benefit analysis) of the likely consequences of issuing a notice. The assessment should examine the foreseeable costs to the company, operator, or landowner and the benefit to amenity in the vicinity of the site which is likely to result from a temporary stop notice. The advice in Planning Policy Guidance (March 2014) states that **“The local planning authority should ensure that a temporary stop notice’s requirements prohibit only what is essential to safeguard amenity or public safety in the neighbourhood; or to prevent serious or irreversible harm to the environment in the surrounding area.”** In other words it is necessary to demonstrate that harm is occurring rather than a control over unauthorised development per se.
- 6.5 The PPG goes on to advise that local authorities should discuss wherever practical whether there are any alternatives which would overcome concerns. A temporary stop notice becomes effective as soon as it is served.
- 6.6 Temporary stop notices expire 28 days after the display of the notice on site (or any shorter period specified). At the end of the 28 days there is the risk of the activity resuming if an enforcement notice is not issued and a full stop notice served. It is not possible to issue a further temporary stop notice for the same breach and alternative action must be taken. There are restrictions on what a temporary stop notice can prohibit. It may not prohibit the use of a building as a dwelling house. It can require an activity to cease or reduce but cannot in any circumstances require positive action to be taken. If this is required alternative action will be appropriate. A Temporary Stop notice cannot be appealed but could be challenged through the courts.
- 6.7 Compensation can be sought if the notice was served on development that is not a breach of planning control or the authority withdraws the notice. The principles applicable to the amount of compensation are the same as those for stop notices
- 7 Use of Powers** In practice Temporary Stop notices are most used to hold the position on sites whilst an Enforcement notice and Stop Notice are prepared, served and take effect or other action is taken (such as issuing an injunction). They are extremely useful in situations where communication with the landowner

has not resulted in a cessation of activity and the development is considered to be harmful. Neither Temporary Stop Notices or Stop Notices can specify remedial works and therefore their use is limited to preventing further works or cessation of use. Remedial steps to remedy any breach of planning control can only be specified in an enforcement notice.

- 7.2 In many cases when development is being undertaken that is considered unacceptable development ceases voluntarily following discussion and in these cases it is not considered necessary to serve a formal notice to cease and an enforcement notice on its own has been adequate or works are undertaken voluntarily to remedy the breach. In Leeds approximately 30% of cases received in the service are resolved in this way. Temporary Stop notices have also been used to temporarily put a halt to development which has commenced prematurely without discharging necessary planning conditions (for instance tree protection measures or materials on sensitive sites). In these cases the matter has often been resolved during the 28 day period so that further action has not been considered necessary.
- 7.3 Over the last 12 months 6 temporary stop notices have been served on matters relating to potential gypsy and traveller encampments, inadequate tree protection, listed building alterations, HMO conversions, pre commencement conditions and unacceptable householder development. Whilst the number is relatively low compared to the overall caseload it is much higher than comparable core cities, many of whom have not served any. Appendix 1 indicates numbers of notices served between September 2012 and September 2013 by other Core Cities and West Yorkshire Authorities. The table demonstrates that Leeds as an authority takes more formal action than other authorities.
- 7.4 Stop notices are on the whole lesser used. There has been only one recent example in Leeds relating to a site of a car wash in Pudsey where the queuing of traffic on the highway was causing significant highway safety concerns as well as noise issues to local residents. In this instance an enforcement notice and stop notice were served. The business relocated and the breach was resolved before the enforcement notice came into effect.
- 7.5 Overall whilst temporary stop notices can only be used to put a short term halt to ongoing unauthorised works (rather than remedy the breach) they have been found to be an extremely useful tool in bringing about prompt discussion with landowners / developers about the issues of concern at a site, in many cases without the need for a follow up enforcement notice. This is a valuable tool to the authority in maintaining confidence in the planning system when immediate action and/or time is required to engage in discussions which achieve an acceptable solution.

8 Corporate Considerations Consultation and Engagement

8.2 This is presented for information and there has not been the need for wider consultation.

8.3 **Equality and Diversity / Cohesion and Integration**

8.4 There are no specific equality considerations arising from this report.

8.5 **Council policies and City Priorities**

8.6 Effective enforcement is an important supporting function in developments being brought forward in the city and therefore plays a key part in the regeneration and growth agenda.

8.7 **Resources and value for money**

8.8 There are resource implications should greater emphasis be given to serving an increased number of Temporary Stop Notices and Stop Notices.

8.9 **Legal Implications, Access to Information and Call In**

8.10 No specific implications and it is not a key or major decision

8.11 **Risk Management**

8.12 No significant risks identified with the report itself but there are risks involved with serving stop notices given the potential for compensation claims.

9 Conclusions

9.1 Temporary Stop notices and Stop notices are useful and powerful enforcement tools in quickly halting harmful development that is taking place. They are currently used when informal requests to stop work have failed. They can only be used to halt development and cannot specify positive remedial steps for which an enforcement or other formal notice is required. There are risks that the Council might have to pay compensation if the activities prohibited are subsequently found to be lawful.

10 Recommendations

10.1 Members are asked to note the contents of the report and comment as they feel appropriate.

Appendix 1

Notices Served by Core Cities Sept 2012 - Sept 2013

LPA	Enf Notice Issued	Stop Notice Served	Temp Stop Notice Served	Breach of Condition Notice	Planning Contravention Notice
Leeds	81	1	3	15	145
Newcastle	5	0	0	0	19
Liverpool	34	0	3	16	135
Manchester	7	0	0	0	5
Sheffield	40	2	3	6	7
Nottingham	1	0	1	0	15
Birmingham	34	0	0	2	51
Bristol	42	0	0	9	3

Notices Served by West Yorkshire Authorities Sept 2012 – September 2013

LPA	Enforcement Notices	Stop Notices	Temp Stop Notices	Breach of Condition Notices	Planning Contravention Notices
Leeds	81	1	3	15	145
Bradford	61	2	0	4	0
Calderdale	22	0	2	5	26
Kirklees	11	1	1	6	15
Wakefield	19	0	0	3	16

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Report author: Helen Cerroti
Tel: 0113 3952111

Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11 September 2014

Subject: Member training

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

Summary of main issues

1. The Council has organised a compulsory programme of learning and development for members on regulatory panels for a number of years. Members once appointed to the Plans Panel must attend the training in order for them to sit on the panel, as described in Article 8 and 8A of the Council's Constitution.
2. Acting on feedback from members on the format and delivery of training sessions and working through the Member Development Working Group has resulted in a responsive programme of events, which meets member needs.
3. In 2013-14, in addition to the compulsory training, the programme comprised extra training and development opportunities which members were advised to attend, as they provided further information to members to enable them to discharge their duties correctly.
4. This report looks back at the opportunities presented in 2013-14 as well as describing development proposals for 2014-15.

Recommendations

5. Members are recommended to note the report and comment as they feel appropriate.

1 Purpose of this report

- 1.1 This report reflects on the training opportunities for member in 2013-14 and provides a look ahead for member training for 2014-15. The report is presented for information.

2 Background information

- 2.1 The importance of planning training for members has been consistently highlighted in a number of national reviews and reports on the planning system over recent years, most recently in the Local Government Association, Probity in Planning¹ report : *The LGA endorses the good practise of many councils which ensures that their Members receive training on the planning process when first serving on the planning committee. It also recommends that Members be updated regularly on changes to legislation or procedures. Such training is essential for those members involved in making decisions on planning applications and on local development documents. Authorities should provide training on the planning process for all members.*
- 2.2 Compulsory training for members who sit on the Plans Panel has been a feature of the council's constitution for a number of years. Members support the principle that to ensure good, robust, transparent and effective decision making, members should undertake appropriate training.
- 2.3 The programme of prescribed member training was agreed by the Joint Plans Panel in June 2013 and formally approved by Member Management Committee in November 2013. This programme sets out the format, frequency and level of training that is required. The Member Development Working Group, a cross party group, is responsible for making all member development decisions.

3 Main Issues

3.1 Compulsory training

- 3.1.1 Upon appointment to the Plans Panel, members new to the Panel are required to undergo a briefing session from a senior planning officer in order for them to be able to sit on the panel. This training usually takes place after the AGM in May and before the first round of committee meetings in early June. This is in accordance with Articles 8 and 8A of the Council's Constitution. This comprehensive briefing covers the basics of the operation of the panel meeting, sound decision making as well as specific information on planning issues including the National Planning Policy Framework and is delivered by the Area and deputy Area Planning Managers. Each member is given a pack of relevant information for reference. This year there were nine changes to the Panel from the previous year, including two new Chairs and all members new to the Panels received this training.

¹ Local Government Association Probity in Planning 2009, revised 2013

- 3.1.2 Members who had previously sat on the Panel, but who had not been on Panel for some time were also offered the one to one session as a refresher, although this was not a compulsory requirement.
- 3.1.3 In September 2013, the compulsory planning and licencing training took place - the "autumn update", with a repeated session in November 2013 for members unable to attend the first session. This session was attended by new members to Panel and established Panel members. All members have undertaken this training in 2013-14.
- 3.1.4 In previous years this training was delivered by external training consultants, however in responding to feedback from members, in 2013-14 it was decided that the training should be delivered in-house by the section head, development and regulatory and the head of planning services. This approach allowed for more of a Leeds focussed session which interpreted and applied national policy to local circumstances. This method of delivery received very positive feedback from members and will be replicated in 2014-15. The dates for the compulsory training are 29 October, 10-12 and 6 November, 2-4pm.

3.2 Other training

- 3.2.1 In 2013-14, there have also been a number of other training opportunities offered to members; these were over and above the compulsory sessions and were advisable rather than mandatory:
- June 2013, joint licensing and planning seminar to look at the two different regimes and consider how the decision making in both regimes can support the aims and objectives of the other.
 - June 2013, planning session facilitated by Dr Hugh Ellis, Head of Policy at the Town and Country Planning Association. This session provided an update on the planning reform agenda, including the outcome of the Growth and Infrastructure Act and explored some of the key challenges and opportunities facing the Leeds City Region in achieving long term sustainable development.
 - March 2014, *Effective decision making for planning and licencing members*. Two sessions on the council's protocol to allow third party recording of committee meetings. This was provided in response to new government legislation.
 - October 2014, RTPI course *Planning and the Public Interest*, all members have been offered the opportunity to attend this conference. So far, one member has been booked to attend.
- 3.2.2 Shadowing of planning officers by members in the planning office was offered in 2013-14. This allowed members to see the planning process from the beginning and the steps taken towards making a recommendation and decision. The shadowing was taken up by a number of members and was well received, with members reporting a greater insight into how the whole process works. It is anticipated that shadowing will be offered again in 2014-15.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The annual training proposals are subject to consultation with the Member Development Working Group, Executive Board Member for Neighbourhoods, Planning and Support Services and the overall approach has previously been endorsed by the Joint Plans Panel.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 There are no specific issues.

4.3 Council policies and City Priorities

- 4.3.1 Article 8 and 8A of the Council's Constitution states that members of the Plans Panel and Licensing Committee must complete all compulsory training and not sit as a member unless such training has been undertaken in accordance with the Council's prescribed training programme.

4.4 Resources and value for money

- 4.4.1 The prescribed training will take place within existing budgets, utilising existing staff resources and expertise.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 It is essential for the sake of transparency and robust decision making that sufficient member training takes place in order for members to be able to discharge their responsibilities effectively.

4.6 Risk Management

- 4.6.1 The Council may be subject to challenge if it is unable to demonstrate that sufficient training has been provided to regulatory members in order for them to be able to undertake their duties effectively.

5 Conclusions

- 5.1 Members have recognised the need for training to support them in their role on the plans panel and assist them make robust and transparent decisions. The prescribed training programme as agreed by Joint Plans Panel and endorsed by Member Management Committee has been running successfully for the last couple of years, and particularly since the in-house sessions have been offered, which are bespoke to Leeds. The compulsory training is augmented by other training opportunities, which are advisable, but not part of the compulsory training required for a member to sit on a Panel.
- 5.2 The Council in demonstrating that all members of its regulatory committees are up to date with the most current information available, manages the risk of procedural challenge or challenge on the grounds that members have not received sufficient appropriate training to allow them to discharge their duties correctly.

- 5.3 Members will be offered shadowing opportunities by planning officers and members are encouraged to take up these opportunities, as feedback from members who have taken up this offer have said it has provided a valuable insight into the overall determination process.

6 Recommendations

- 6.1 Members are recommended to note the report and comment as they feel appropriate.

7 Background documents²

² The background documents listed in this section are available for inspection on request for a period of four years following the date of the relevant meeting. Accordingly this list does not include documents containing exempt or confidential information, or any published works. Requests to inspect any background documents should be submitted to the report author.

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Report author: Phil Ward
Tel: 247 8146

Report of Chief Planning Officer

Report to Joint Plans Panel

Date: 11 September 2014

Subject: Buildings at Risk

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

Summary of main issues

1. A Building at Risk is a listed building at risk from neglect and decay rather than alteration.
2. There is an ongoing survey of listed buildings to establish an accurate register of Buildings at Risk.
3. There are 104 known Buildings at Risk which accounts for 4.4% of the total of listed buildings in the city. 16 Buildings at Risk City Council are council-owned.
4. The City Council has a strategy to deal with Buildings at Risk which has assisted with three buildings being removed from the register of Buildings at Risk.

Recommendations

- 1 Note the contents of this report, in particular that work is progressing towards reducing the number of Buildings at Risk in the city.
- 2 Report to Derelict and Nuisance Sites Steering Group on the findings of the pilot Buildings at Risk survey.

3 Purpose of this report

- 3.1 To inform Joint Plans Panel of Buildings at Risk and the efforts that are being made to address this issue by securing emergency repairs and securing new uses.

4 Background information

- 4.1 A Building at Risk is a listed building at risk from neglect and decay rather than alteration. There is a standard methodology for identifying listed buildings at risk which allows the Council to track changes over time and also to draw comparisons with other authorities.
- 4.2 Without intervention, Buildings at Risk could be seriously compromised due to disrepair, leading in some cases to demolition. The compilation of a Buildings at Risk Register gives an up-to-date appraisal of the city's listed buildings and allows intervention by the council to be prioritised. Intervention can take the form of partnership working with owners to find new uses to enforcement action using statutory powers.

5 Main issues

5.1 Buildings at Risk Survey

- 5.1.1 The Council and Leeds Civic Trust made a successful bid to English Heritage for funding towards a pilot project to identify Buildings at Risk in local authority areas. The pilot survey has been completed and the methodology using volunteer surveyors is being applied to further phases of survey to establish a city-wide assessment of Buildings at Risk.
- 5.1.2 The results of the pilot phase suggest that the actual number of Buildings at Risk is double the figure that was thought to be at risk.

5.2 Buildings at Risk Register

- 5.2.2 Within Leeds there are 104 known Buildings at Risk which account for 4.4% of the total of listed buildings in the city. This is a provisional figure which is likely to be revised upwards as the phases of the re-survey are completed. This an increase in the number of Buildings at Risk that was reported to Joint Plans Panel last year which is likely to be reflective of a knowledge gap rather than a deterioration in the stock of listed buildings..
- 5.2.3 The City Council owns 16 of the Buildings at Risk, which is disproportionately high.
- 5.2.4 Although there has been an increase in the net figure of Buildings at Risk since the last report to Joint Plans Panel in 2013, three listed buildings have been refurbished and are no longer considered to be Buildings at Risk Register:
- Seacroft Grange, The Green, Seacroft: conversion to a residential care home completed.
 - Barn east of Farnley Hall, Farnley: conversion to council offices completed.

- Ling Bob Farm, Horsforth: conversion to residential use underway.

5.3 Priorities

- 5.3.1 The priorities for 2014-2015 are set out in table 1 below with a summary of the action taken so far. As mentioned already, priority has been given to the higher grade listed buildings (grade I and II*) and those buildings which are deteriorating fastest.

Table 1: Building at Risk Priorities 2014-2015

Building at Risk	Summary of action taken
First White Cloth Hall, Kirkgate (Grade II*)	• Urgent repairs carried out by owner. • Heritage Lottery Fund and English Heritage grant aid secured (approx. £0.75 million). • Ongoing discussions with owner to establish a viable project leading to rebuilding and re-use.
Temple Mill and Temple Lodge, Holbeck (Grade I)	• Temporary support and roof covering installed. Façade partly rebuilt. • Structural surveys and repair options carried out. • Ongoing discussion with owner and potential partners to find sustainable use which will lead to restoration.
Stank Hall Barn, Beeston (Grade II*)	• Temporary roof installed and improved perimeter fencing erected. • Options for enabling developed being considered to fund conversion of barn to new use.
Clumpcliffe Gazebo, Methley (Grade II*)	• Emergency repairs carried out by the owner. • Residential conversion scheme approved.
Thorpe Hall, Thorpe on the Hill (Grade II*)	• Project Team established to establish viable development which will restore Thorpe Hall. • Residential use options being appraised leading to planning application in 2015.

- 5.3.2 Members have shown a significant interest in the First White Cloth Hall, one of Leeds' most important listed building, which has been derelict for many decades. Significant progress has been made in securing funding for the restoration of the First White Cloth Hall with substantial amounts offered by the Heritage Lottery Fund and English Heritage. Officers are negotiating with the owner to secure an option agreement which would allow the Council or a charitable trust to develop a feasible end use, lease the building and carry out its restoration.

- 5.3.3 In addition to the priority cases, good progress has been made towards the refurbishment and re-use of several other Buildings at Risk.

- Former Highroyds Hospital (now Chevin Park), Menston; at least two thirds of this large complex of listed buildings has been converted to the residential use.
- Wharfedale Hospital, Otley: refurbishment to residential use is underway.

- Mansion Gate, Chapel Allerton: discussions are taking place with a developer to find a new use which will result in the refurbishment of the property and remove the blight to the neighbouring properties.
- Oakwood Clock: a community-led project has secured a substantial sum from the Heritage Lottery Fund supplemented by private donations to carry out a refurbishment of this council-owned building

5.3.4 The City Council-owned Buildings at Risk are a diverse range of buildings which can be divided into two groups: those within the 'civic estate', which the Council will retain, and those which it may dispose of. The first group is the most challenging given the competing calls on the City Council's budget and may require bids to outside agencies such as the Heritage Lottery Fund.

5.0 Consultation and Engagement

5.1 Consultation and Engagement

6.1.1 This report is presented for information, therefore there has not been the need for consultation.

5.2 Equality and Diversity / Cohesion and Integration

5.2.1 There are no specific equality considerations arising from this report, as such it has not been necessary to prepare an Equality Impact Assessment.

5.3 Council policies and City Priorities

5.3.1 The strategy and actions are consistent with policy BC1 of the Leeds Unitary Development Plan which seeks to secure the retention, continued use and proper maintenance of listed buildings. They are also consistent with the aims of the Vision for Leeds, particularly the aims to make Leeds prosperous and sustainable and to make all Leeds' communities successful.

5.4 Resources and value for money

5.4.1 There are no implications for resources. Addressing disrepair is a cost saving in the long term.

5.5 Legal Implications, Access to Information and Call In

5.5.1 None

5.6 Risk Management

5.6.2 None

6 Conclusions

6.1 The city's stock of listed buildings (2,340 in total) is being re-surveyed to establish an accurate picture of their condition and establish priorities for intervention. It is likely that there is a significant number of listed buildings "at risk" which are not

known to the council. Currently, resources are being concentrated on five priorities which are highly graded listed buildings 'at risk' which will deteriorate rapidly without intervention. The number of Council-owned Buildings at Risk is being reduced by a combination of disposal or investment from the Council's maintenance programme and external grant-making bodies.

7 Recommendations

- 7.1 Joint Plans Panel is asked to note the contents of this report, in particular that work is progressing towards reducing the number of Buildings at Risk in the city.
- 7.2 Report to Derelict and Nuisance Sites Steering Group on the findings of the pilot Buildings at Risk survey.

8 Background documents

- 8.1 None

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Report of Chief Officer Employment and Skills

Report to the Joint Plans Panels meeting

Date: 11 September 2014

Subject: Delivering Employment & Skills opportunities through the Council's planning function

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

Summary of main issues

1. The Council's Scrutiny Board (Sustainable Economy and Culture) recommended actions arising from its inquiry into Maximising Powers to Promote, Influence and Create Local Employment and Skills Opportunities which has assisted in strengthening the approach to securing employment, skills and supply chain opportunities for local people and businesses. This activity contributes to the Best Council Plan objectives to promote sustainable and inclusive economic growth by helping people into jobs and supporting business growth through access to supply chain opportunities and addressing workforce development needs.
2. From September 2012 to the end of July 2014, a total of 937 local residents secured jobs and 17 people secured a new apprenticeship during the construction phase and with end users on key developments as a result of employment and skills obligations secured through S106 agreements. The number of positive outcomes for local residents is expected to grow as the increasing number of developments commence including the Victoria Gate, Thorpe Park and White Rose extension developments which will offer significant employment opportunities in both construction and with end users.
3. A review has been undertaken to report on outputs delivered to date and to assess how effectively this approach is working taking account of the revised ways of working and the views of stakeholders. The key findings are highlighted in the report.

Recommendation

Members of the Joint Plans Panel are asked to comment on and note the progress made to implement the recommendations of the Scrutiny Board inquiry and the positive outcomes delivered to date.

1. Purpose of this report

- 1.1 The report provides up-to-date information on the outputs delivered through employment and skills obligations delivered as a result of the S106 planning agreements recommended by Plans Panels. It highlights the outcomes of the review work undertaken to assess how the approach is being implemented and whether it is effectively contributing to the achievement of Council objectives.
- 1.2 Progress on implementing the recommendations has been reported periodically to Scrutiny Board with the last report submitted to the Board's meeting on 18 March 2014. The recommendations included provision for an annual review to detail the progress made and the opportunity to review the approach to ensure that it continues to contribute to the achievement of the Council's policy objectives. This report is focused on those outcomes and processes underpinning obligations delivered through the local planning authority functions only
- 1.3 This report has been prepared for members of the Joint Plans Panels to provide feedback on the implementation of employment and skills obligations to inform their future decision making.

2. Background information

- 2.1 The Scrutiny Board (SEC) established an inquiry into how the Council uses its procurement and planning functions as an enabler of locally driven, sustainable economic growth that benefits both local people and businesses. The inquiry recommendations were approved on 28 June 2012 to strengthen the existing approach.
- 2.2 The use of planning obligations to secure employment and training opportunities is a well embedded approach, and is encouraged and supported by the Government. Employment and skills obligations are included in S106 agreements and developers and the occupiers of the development are required to make 'reasonable endeavours' to employ local people during the construction phase and end uses. The model agreement used in Leeds is attached at Appendix 1.
- 2.3 To translate this high level agreement into action, the Employment and Skills service supports the developer and or occupiers to draw up an Employment and Skills Plan which quantifies the number and type of employment and training opportunities that can be accessed by local people and the support to be provided by local agencies through public funds to enable this. This plan is used to align resources, plan community engagement, skills and recruitment activity and to monitor the developer's delivery against the plan.
- 2.4 To promote a consistent approach, the requirement to produce an Employment and Skills plan is triggered only on those schemes with the potential to provide a significant impact in terms of entry level employment and training opportunities during construction or in end uses without placing an unnecessary burden on the developer. The following thresholds have guided this process to date:-
 - Retail developments of over 2,000m²
 - Residential developments of over 100 units
 - Construction sites over 10,000m².

3. Main issues

3.1 Delivery to date

- 3.1.1 From September 2012 to July 2014, a total of 68 applications met the trigger threshold for the inclusion of employment and skills obligations. Employment and Skills Plans detailing the obligations and how these are to be delivered has been put in place for 37 developments. Each plan contains targets for local people into jobs, apprenticeships and supply chain opportunities.
- 3.1.2 A total of 11 developments with planning consent and a S106 agreement including employment and skills obligations have been implemented to date. These developments have already and will continue to provide a range of construction job roles and generate end user jobs mainly in the retail, hospitality and customer service sector.
- 3.1.3 From September 2012 to the end of July 2014, a total of 937 local residents secured jobs and 17 people secured a new apprenticeship during the construction phase and with end users as a result of employment and skills obligations secured through S106 agreements. Where appropriate, the opportunities arising from S106 agreements are targeted to specific communities. Appendix 2 shows a breakdown of local people who have accessed jobs or apprenticeships by electoral wards on schemes implemented to date.
- 3.1.4 In addition to the job and apprenticeship outputs, other measures included and monitored to demonstrate social impact are school and college site visits and workshops, skills training to meet workforce development needs and opportunities for local sub-contractors to benefit from supply chain opportunities. For example, the Victoria Gate development which has recently started on site has contracted with a number of Leeds based businesses including a demolition company which has already created and safeguarded a number of jobs.
- 3.1.5 A total of 11 developments with S106 agreements were completed and they delivered between 75% and 99% of the target outputs set. The majority of targets were achieved with the exception of the number of local people recruited into apprenticeships. This has reflected the uncertain economic climate with businesses concerned to safeguard existing apprentices rather than taking on additional employment liabilities before securing further contracts. Where difficulties have been encountered in providing and or recruiting to apprenticeships a pragmatic approach has been taken in negotiating additional outputs for work experience and educational visits and these achievements were significantly above those projected including support for site visits, educational and community activities and increased work force skills development.

3.2 Lessons learned

- 3.2.1 The volume of jobs available to local residents will vary and be dependent on the nature of the development and the timescales for completion; the developer's or end users' workforce; recruitment practices; corporate social responsibilities policies; supply chain and sub-contracting arrangements; and the local labour market.

- 3.2.2 Opportunities generated during the construction phase can be limited by the fact that the industry is characterised by a range of short term, high impact work programmes requiring a flexible and mobile workforce moving between development sites. Added to this, main and sub-contractors often have specialist teams which move from site to site and will be reluctant to increase their employment headcount without certainty about future work. Conversely, as the construction industry is beginning to recover a predicted shortfall in the appropriately skilled workforce has been reported and work to address this is being taken forward with the Leeds College of Building and Construction and Housing Yorkshire.
- 3.2.3 A larger number of opportunities have been generated with end users particularly where there is a high volume of entry level roles in retail, hospitality and customer service and warehousing. End users of new retail and leisure outlets with a potential local customer base are often more invested in recruiting from the surrounding locality and engage with the community engagement outreach provision provided by the Employment and Skills service to support and enable local recruitment.
- 3.2.4 Developers are now realising the benefits of a targeted approach, both to support them in achieving the targets in the S106 agreement and also to meet their corporate social responsibility commitments. Feedback from developers has indicated that they value the key account management approach to support them to link to key providers and navigate the provision of local employment and skills programmes to achieve their targets. Where the developer passes the responsibility onto the main construction contractors and sub-contractors, they have found the wording of the S106 and the implications of the risks to delivery difficult to understand. They are also aware that the S106 is not legally binding and therefore good relationship management and partnership working is essential to make sure that the agreed outputs are delivered.
- 3.2.5 A key objective of the approach has been to target opportunities to specific localities that may be adversely affected during the development phase and or to ensure that residents from disadvantaged communities have priority access to the employment opportunities. It is intended that this is achieved by targeting opportunities to named geographies i.e. localities, wards or parliamentary constituencies. This has differed in relation to the size and nature of the development or contract and the skill levels required for the job roles available. For example, opportunities at Trinity Leeds in the city centre were disseminated across the city whereas the ASDA retail supermarket in South Leeds were targeted to adjacent wards. The distribution of job outputs secured across wards reflects both the existing workforce base of businesses as well as targeted interventions to recruit new employees.
- 3.2.6 Developers and contractors have largely supported this targeted approach but successful delivery is dependent to a large degree on the outreach and engagement activity delivered by the Employment and Skills service. To ensure that future targeted approaches are maximised the service has realigned staff resources to support increased outreach activity to raise awareness of the opportunities, engage local residents, provide skills training where appropriate and advise on recruitment processes. Working in close collaboration with the Community Committee Champions for Employment, Skills and Welfare and ward

members, this revised approach enabled 39 briefing and ICT support sessions to be delivered to 1,090 local residents applying for the 300 jobs recruited to at the ASDA supermarket in Middleton. 222 appointments have been made to date with 60% of the successful candidates residing in the target area.

- 3.2.7 Effective systems and ways of working are critical to the effective implementation of this approach. Automated notifications, guidance and robust monitoring systems are in place with increased dialogue and joint working between the Planning and Employment and Skills services from the receipt of the planning application and throughout the lifetime of the development.

3.3 Future opportunities

- 3.3.1 Appendix 3 details a range of current and future developments which have received planning consent or are being progressed for consideration by Plans Panels and have been identified as suitable for the inclusion of employment and obligations. These include developments of significant scale at Victoria Quarter in the city centre; the White Rose extension in South Leeds; housing developments; Thorpe Park in East Leeds and Kirkstall Forge in West Leeds. These developments offer opportunities for local residents at both the construction phase and with end users and will be priorities for the service.
- 3.3.2 Where possible, additional support will be provided to construction contractors to overcome barriers to recruiting locally, in particular apprenticeships, by seeking to limit the employment liabilities through the Apprenticeship Training Agency and the ongoing work to develop a pre-apprenticeship programme and shared apprenticeship scheme supported by Housing Leeds and Leeds College of Building. This will enable apprenticeships to complete their framework across a number of key sites.
- 3.3.3 The 'More Jobs, Better Jobs', 3 year growth and poverty research programme established through a partnership of the Joseph Rowntree Foundation (JRF), Leeds City Council and Leeds City Region Enterprise Partnership aims to better understand the relationship between poverty and the economy and identify what can be done at the city level to create more and better jobs that help lift people and places out of poverty. The partnership is currently commissioning research on connecting the employment opportunities generated through major development and infrastructure projects to households in poverty by reviewing best practice to identify what works and in what circumstances, including best practice approaches to effectively monitoring outputs and outcomes. This independent review of practice adopted here and elsewhere will ensure continued learning to inform future activity and maximise opportunities for local residents. The outcomes of this research will be reported to Plans Panels.

4. Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The requirement to produce an Employment and Skills plan enables the service to work with developers and partners to identify a work programme in advance of any opportunities being advertised. This ensures that outreach activity and skills

training can be made available in priority areas to offer local residents help and support to access the jobs. This includes employability support services available through Job Shops and third sector providers on job search, CVs and applications, assessment and interview skills to make sure that applicants are job ready and skills training available through the Council's Community Learning programme and provision through partners including Leeds City College and Leeds College of building.

- 4.1.2 Community outreach events will be planned and arranged in consultation with local members as soon as employment and skills opportunities are known on key developments. Through the Community Committees, Chairs and Community Committee Champions for Employment, Skills and Welfare will be advised of any activity in their area.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Increases in unemployment as a result of the recession disproportionately impacted on those neighbourhoods with the highest levels of claimants. Employment and skills plans developed to implement obligations with S106 agreements include minimum levels to be achieved and are increasingly targeted to specific communities and claimant groups as well as cohorts of young people engaged in employability and skills programmes.

4.3 Council policies and City Priorities

- 4.3.1 The activity and benefits arising from this approach contribute to the achievement of objectives in the Best Council Plan to promote sustainable and inclusive economic growth by helping local residents into jobs and supporting local businesses to access supply chain opportunities.

4.4 Resources and value for money

- 4.4.1 The inclusion of employment and skills obligations within S106 agreements has been implemented within existing resources and has delivered additional benefits to local residents and local businesses that may not have otherwise happened. Support offered to developers and contractors to implement their obligations has included access to a range of existing publicly funded employability and skills programmes.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Activity to secure employment and skills obligations must comply with and not contravene the legislative framework and guidance issued by the Secretary of State on the use of Planning Obligations.
- 4.5.2 There are no specific legal implications arising from this monitoring report.

4.6 Risk Management

- 4.6.1 The impact of introducing employment and skills obligations on developers will continue to be considered over the short, medium and long term and in the context of prevailing economic conditions; the strength of targeted sectors within the economy; and the need to balance any gains with the need to encourage

continued investment in Leeds. These issues will be monitored and kept under review.

5. Conclusions

- 5.1 There has been an increased number of opportunities to apply employment and skills obligations to planning agreements and work will continue to refine and more effectively target the approach to those developments with significant employment generating potential during construction and in end users.
- 5.2 To date 937 local residents have accessed jobs and 17 people have secured an apprenticeship since September 2012 when the revised approach was adopted by the Council and outcomes have been systematically monitored. This number is expected to grow as the increasing number of contracts and developments in the pipeline commence.

6. Recommendations

- 6.1 Members of the Joint Plans Panel are asked to comment on and note the progress made to implement the recommendations of the Scrutiny Board inquiry and the positive outcomes delivered to date.

7. Background documents¹

- 7.1 There are no background documents.

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

Definitions

“Employment Leeds” means the Employment and Skills Service of the Council;

“Local People” means: -

1. persons whose principal place of residence is within the electoral ward or adjoining electoral wards in which the Land is situated; or
2. if no such persons can be found in the above category then it means persons whose principal place of residence is within the administrative area of the Council;

Clause 11.1 (*in the model contract agreement – for the construction phase*)

From the start of the tendering process for the construction of the Development and throughout the period when the Development is under construction to use (or procure that its building contractor uses) its reasonable endeavours to co-operate and work closely with Employment Leeds (the Employment and Skills Service of the Council) to develop an Employment and Training scheme to promote employment opportunities for Local People during the construction works.

Clause 11.2

To use its reasonable endeavours to

- employ local contractors and sub contractors and Local People in the said construction works;
- to consult with Employment Leeds with a view to identifying procedures to facilitate the appointment of contractors and sub contractors and Local People in the said construction works;
- prior to the commencement of the said construction works to use reasonable endeavours to agree with Employment Leeds a method statement to facilitate the appointment of sub-contractors and Local People in the said construction works;

Provided that nothing in this clause 11.2 shall require the Owner (or its building contractor as the case may be) to do or refrain from doing anything which would be contrary to prudent business practice or contrary to law.

Clause 11.3 (*in the model contract agreement – for the occupier /end users*)

To use reasonable endeavours to procure that the **Occupiers** of the relevant parts of the Development:

- work with Employment Leeds and agree a method statement identifying the number and types of employment and training opportunities that can be accessed by Local People within such part of the Development and the resources needed to deliver the same;
- provide to Employment Leeds on a 6 monthly basis details of the recruitment and retention of Local People as employees within such part of the Development and the training in place for apprentices and the existing workforce by reference to national industry standards;
- provide Employment Leeds and partners identified by Employment Leeds with details of any employment vacancies that are created within such part of the Development, to be provided by way of a monthly updated list of current vacancies;

Provided that nothing in this clause 11.3 shall require the Owner (or an Occupier as the case may be) to do or refrain from doing anything which would be contrary to prudent business practice or contrary to law.

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Appendix 2: Outputs achieved through Planning applications

Period: Sept 2012 - July 2014

Outputs	People into Jobs	Jobs Safeguarded	People into Apprenticeships	Apprenticeships safeguarded	Totals by Wards	%
Adel and Wharfedale	15	2	1	0	18	1.61%
Alwoodley	21	5	0	0	26	2.33%
Ardsley and Robin Hood	7	1	1	0	9	0.81%
Armley	47	1	1	1	50	4.48%
Beeston and Holbeck	45	12	2	0	59	5.29%
Bramley and Stanningley	41	6	0	1	48	4.30%
Burmantofts and Richmond	45	11	0	0	56	5.02%
Calverley and Farsley	17	0	0	1	18	1.61%
Chapel Allerton	21	2	0	0	23	2.06%
City and Hunslet	67	43	2	0	12	1.08%
Cross Gates and Whinmoor	28	9	3	0	40	3.58%
Farnley and Wortley	21	8	0	0	29	2.60%
Garforth and Swillington	18	11	0	1	30	2.69%
Gipton and Harehills	28	1	0	0	29	2.60%
Guiseley and Rawdon	63	7	1	0	71	6.36%
Harewood	10	3	0	0	13	1.16%
Headingley	38	21	0	1	60	5.38%
Horsforth	18	2	0	0	20	1.79%
Hyde Park & Woodhouse	31	0	0	0	31	2.78%
Killingbeck and Seacroft	31	5	0	0	36	3.23%
Kippax and Methley	18	4	1	0	23	2.06%
Kirkstall	56	24	0	1	81	7.26%
Middleton Park	76	5	1	0	82	7.35%
Moortown	26	0	0	1	27	2.42%
Morley North	13	16	1	1	31	2.78%
Morley South	15	1	1	0	17	1.52%
Otley and Yeadon	28	3	0	1	32	2.87%
Pudsey	26	15	0	2	43	3.85%
Rothwell	21	11	0	0	32	2.87%
Roundhay	18	0	0	0	18	1.61%
Temple Newsam	12	1	0	1	14	1.25%
Weetwood	14	18	0	0	32	2.87%
Wetherby	2	1	2	1	6	0.54%
Totals	937	249	17	13	1116	100.00%

∇ This breakdown does not include final figures for employment outputs at the Asda Middleton store

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		Target recruitment area	Timescales	Job targets	Apprentice targets	Current position	Jobs Achieved	New Apps Achieved
	VEOLIA Energy Recovery Facility Cross Green a development for the incineration of residual municipal solid waste, commercial and industrial waste. Clugston Group Ltd main building contractor - Construction started August 2013 - Continuation of school engagement programme – further visits planned from September - Leeds College of Building now have rolling programme for student visits - Second meet the buyer event planned for September 14 - Community engagement rolling programme throughout the build	Burmantofts and Richmond Hill City and Hunslet Gipton and Harehills Temple Newsam	33mth build End 2014: Initial end user jobs to be advertised Facility fully functional May '16	343	25	Recruitment phased and triggered by key stages of build. Job primarily construction. Outputs achieved so far 300 jobs safeguarded, 88 people have been supported into jobs - 9 from target wards, 11 from Leeds, 68 Y&H 16 local businesses engaged 25 regional businesses engaged 2 local social enterprises engaged 2 Full time work experience students on site 2 schools engagement visits 115 weeks of work experience	88	0
	Sanctuary Housing Middleton - Contractor Keepmoat £10m programme, 24 month duration due to be completed March 2015 - Close working with Keepmoat due to their Housing PFI contract at Little London, Beeston and Holbeck	Middleton	To be completed March 2015	9	4	Outputs achieved so far: 19 schools visits 7 months work experience 14 Leeds College of Building students offered work placements 4 project initiated apprenticeships 6 existing apprenticeships employed on site 6 local people into jobs (all from the Middleton ward) 1 business engagement event held	6	4
	Pennine House, Russell Street Leeds. 120 room student accommodations. Contractor is ESH Build. - Employment and Skills Plan agreed for construction jobs - Project on site - Contractor keen to engage with Leeds College of Building to develop rolling site visit programme	City and Hunslet Middleton Park		12	1	Current outputs: 4 education site visits 3 existing apprenticeships supported on site 8 jobs created – 3 from local target wards, 3 other Leeds jobs and a further 2 from outside Leeds 5 jobs safeguarded 1 local business supported	8	0
	ASDA Superstore. Middleton 2 partner briefings to support the application process – 35 attended 39 Information session delivered to 1,090 people attended. Some sessions delivery at St George's Centre and Belle Isle (BITMO) - Next stage of recruitment 'ASDA Magic' was held at St George's Centre	City & Hunslet Middleton	Store opened 19 May 2014	350	0	98% of recruitment completed 222 people in work 67% from Leeds 10 / Middleton area. ASDA reluctant to provide information on people into jobs due to DP issues. E&S service attempting to find information via other routes	222	0
	West Yorkshire Police DHQ. The new divisional police headquarters comprising, offices, custody suite, multi-level car park and secure yard area. Vacancies promoted through partners, Jobshops, DWP Universal Jobmatch and online	West Yorkshire (50 Mile radius)	Build phase completed April 2014	100	15	Project now closed and no more outputs will be reported Construction job roles to date: 49 people have been supported into jobs from Leeds 17 apprentices safeguarded. The other vacancies have been filled from outside of the city (within a 50 mile radius of the site)	49	0
	ALDI Middleton Store , previously Middleton Arms Public House 2 Community Events held December 13 at St George's Centre – 61 people attended. - Non-attendees and unsuccessful candidates were invited to ASDA information sessions	Middleton	Store opened March 2014	20	0	Store open, no more outputs 24 people into work	24	0
	White Rose Shopping Centre - extension of shopping centre to provide a number of additional retail outlets, cinema and increased food and beverage concessions. E&S Obligations will target construction job roles and customer service and retail roles with end users.	City Wide	TBC	1000	3	Full planning consent still not issued. Awaiting revised application with additional car parking spaces. Expected date for submission September 14.		

	Housing Development at 2 Skinner Lane, LS7 Planning submission for 106 apartments, B1 offices, parking and amenity deck. Agreed to include employment and skills obligations for construction phase only. Targets TBC	City & Hunslet	TBC	TBC	TBC	Outline planning submitted. Employment and skills targets to be included for the construction stage as part of the S106 agreement	
	Land at Sweet Street West and Marshall Street Leeds (Old Kays Site) Development will include residential, office, workspace units, medical centre, crèche and a gym. - Outline planning extension approved on 9/11/13 - Next stage –submission of detailed planning application	City & Hunslet	TBC	TBC	TBC	Employment and Skills Plan will be developed when full planning application is submitted.	
	Land at Whitehall Road and Globe Road, Leeds. Development will include 609 apartments, commercial units. - Planning approved 15/11/13 - Draft S106 agreement - At early stages of development	City & Hunslet	TBC	TBC	TBC	Employment and Skills Plan will be developed when full planning application is submitted.	
	Land bounded by Sweet Street, Meadow Road, Jack Lane, Bowling Green Terrace and Trent Street. Development of 296 residential apartments - Outline planning approved 12/4/13 - Awaiting detailed planning application	City & Hunslet	TBC	TBC	TBC	Employment and Skills Plan will be developed when full planning application is submitted.	
	Land at Regent Street/Skinner Lane, Outline application for Aldi retail store and gym. - Planning application submitted on October 2013. - Roles will primarily be for construction, retail, customer service and fitness	City & Hunslet	TBC	TBC	TBC	Employment and Skills Plan will be developed when full planning application is submitted.	
	Sovereign Street and Swinegate 6 storey office building to include – retail, financial & professional services, café/restaurant, drinking establishment, office, non-residential institution and leisure use - Full planning permission granted to Bruntwood on 30 June 2014 - EL and CHY to arrange visit with developers to discuss E&S outputs	City & Hunslet	TBC	TBC	TBC	CHY met with the developer, Bruntwood, on 22/8/14 to draft a Social Impact Plan. Target outputs to be agreed.	
	Whitehall Plaza	City & Hunslet	TBC	TBC	TBC	Awaiting details	
	Water Lane, Bath Road, Union Place And Marshall Street Holbeck Leeds LS11Iglou Regeneration (GP) Ltd mixed use development with hotel residential, retail leisure & business units	City & Hunslet	TBC	TBC	TBC	Awaiting further details	
	South Queen Street Mill South Queen Street Morley Leeds LS27 9EL Phase 2	Morley	TBC	TBC	TBC	Awaiting further information	
	Park Mills, South Street Morley Extension of time period for planning application 07/03820/FU for change of use of existing mill into 33 flats	Morley	TBC	TBC	TBC	Awaiting further information	
	Land Adj Judes Pond Haigh Moor Road West Ardsley Redrow Residential Development of 32 houses	Ardsley & Robin Hood	TBC	TBC	TBC		
	Land Off Daisy Hill Morley Leeds LS27 8ND 92 houses, with landscaping	Morley	TBC	TBC	TBC		

		Target Recruitment Area	Timescales	Job targets	Apprentice targets	Current Position	Jobs Achieved	New Apps Achieved
	Tesco Store at Stonebridge Mills Stonebridge Lane, Farnley. - The demolition of the existing building is underway. - The end user roles at Tesco will be customer service, retail and hospitality - Tesco have been refused planning permission for the store to open 24hrs	Farnley and Wortley Armley	Start on site 2015	TBA	TBA	Unlikely to be on site before 2015. EL have contacted Tesco regional manager to arrange a meeting in order to discuss e&s targets		
	TPP Systm One. Health care IT system provider building new office accommodation in Horsforth. Schools and college engagement events have taken place. Evidence of targets submitted monthly but information about opportunities are not being advised which makes it difficult to promote.	Horsforth Bramley and Stanningley Kirkstall	2013 - 2015	33	5	Achieved to date: 2 x weeks Work Experience 2 'Meet the Buyer' Events- 4 local SMEs engaged 15 people supported into jobs - 2 Local, 6 District, 7 Y&H 11 Jobs Safeguarded	15	0
	University of Leeds Student accommodation, St Marks Flats. 526 bed student accommodation for University of Leeds - Planning consent granted February 2012 - Construction related roles only					Recruitment complete. Unable to obtain data for any local opportunities		
	University Of Leeds Bodington Hall Otley Road Adel LS16 5PT Outline Planning Application for the demolition of existing buildings and erection of circa 42 dwellings University Of Leeds Bodington Hall Otley Road Adel Leeds LS16 5PT	Weetwood				Awaiting further information		
	Aldi Store, Kirkstall Land at Evanston Ave, Kirkstall. Demolition of existing premises and construction of a new retail food store, with associated car parking and landscaping. - Planning consent granted June 2012 - Roles will be construction and Aldi store customer service/retail 7 information sessions held April 14 at Armley One Stop Centre, Hawkswood Village Hall and Burley Greenhow Community Centre. 168 people attended	Kirkstall Armley	June 14	30	0	Store opened June 2014 - Recruitment Completed 31 people into work 4 of which attended the ELeeds Info sessions	31	0
	New Retail store land off Carr crofts, Town St, Armley. Outline planning granted 25 January 2012	TBA	TBA	TBA	TBA	A revised proposal will be submitted by the developer. Date unknown. Employment and Skills Plan to be subsequently agreed		
	Yorkshire Chemicals PLC, Kirkstall Road. Residential development (1424 apartments & 20 houses) retail space, restaurant, bars, multi-storey car park Outline planning granted 2011	TBA	TBA	TBA	TBA	Date unknown for final planning application Employment and Skills Plan to be subsequently agreed		
	BHS Store site/ Bridge Road, Kirkstall. Retail development with food and drink facilities - Planning granted February 2012 - Planned start on site November 2014	Kirkstall Armley Bramley & Stanningley	Start on site end 2014	TBA	TBA	Employment and Skills Plan/ Method Statement to be agreed. Likely to start on site end 2014		
	Rufford Park Primary School Bremar Building	Otley & Yeadon	Completed	1	0	Outputs achieved: 2 existing apprenticeships completed 20 weeks each on site (1 from local target ward, 1 from Bradford) 1 person into employment (BD postcode) taken on by ground work subcontractor 6 work experience – 5 from local wards, 1 Bradford postcode 4 school visits and 1 school workshop	1	0

		Target Recruitment Area	Timescales	Job targets	Apprentice targets	Current Position	Jobs Achieved	New Apps Achieved
	Thorpe Park Leeds. Mixed use development comprising offices (business park) retail and bar/restaurant, hotel, leisure facilities, multi-storey car park, together with internal roads, car parking. - Planning consent granted 20 March 14 - Estimated 25 years development with a projection of around 10,700 jobs created of which 25% will be targeted to local residents. - First stage development of the road infrastructure followed by supermarket - Employment & Skills steering Group has been established, chaired by Cllr Yeadon. - Schools engagement programme to be developed 3, 300 construction jobs 10,400 end user jobs (retail, office work and hospitality).	Gipton and Harehills Burmantofts and Richmond Hill Cross Gates and Whinmoor Killingbeck and Seacroft Garforth and Swillington Temple Newsam	25 Year Development	13,700 25% targeted to local residents	TBC	Employment and Skills overarching strategy has been submitted and circulated. Still no announcement of preferred supermarket. Awaiting confirmation of start on site for the Surgical Innovations building		
	VEOLIA Energy Recovery Facility Cross Green a development for the incineration of residual municipal solid waste, commercial and industrial waste. Clugston Group Ltd main building contractor - Construction started August 2013 - Continuation of school engagement programme – further visits planned from September - Leeds College of Building now have rolling programme for student visits - Second meet the buyer event planned for September 14 - Community engagement rolling programme throughout the build	Burmantofts and Richmond Hill Temple Newsam Gipton and Harehills City and Hunslet	33mth build End 2014: Initial end user jobs to be advertised Facility fully functional May '16	343	25	Recruitment phased and triggered by key stages of build. Job primarily construction. Outputs achieved so far 300 jobs safeguarded, 88 people have been supported into jobs - 9 from target wards, 11 from Leeds, 68 Y&H 16 local businesses engaged 25 regional businesses engaged 2 local social enterprises engaged 2 Full time work experience students on site 2 schools engagement visits 115 weeks of work experience	88	0
	Wickes Retail Store Coal Road Seacroft - Planning consent granted October 2011 - Development of the Wickes store currently on hold due to issues with the site	Killingbeck and Seacroft	TBA	15	0	Unlikely to continue. Awaiting confirmation from planning team		
	Morrisons Food store, Allerton House, Pelham Place Chapel Allerton. Erection of food store at front of site with associated access and car parking. - Planning consent granted December 2013 - Roles will primarily be in construction, retail and customer services	Chapel Allerton Gipton and Harehills	TBA	100	TBC	Employment and Skills Plan to be agreed. Not yet on site		
	Tesco, 361 Roundhay Road, LS8 4BU Erection of replacement retail store (class A1), with covered and surface car parking, new petrol fill station and landscaping	Roundhay				On Hold		
	Land At Grimes Dyke Off York Road Whinmoor Leeds - Erection of 364 dwellings, with ancillary retail and community facilities	Crossgates & Whinmoor				Awaiting further information		

CITY CENTRE / CITY WIDE		Target Recruitment Area	Timescales	Job targets	Apprentice targets	Current Position	Jobs Achieved	New Apps Achieved
	LMU Downing Central Village Calverly Street & Woodhouse Lane. 21 storey block of 74 student cluster flats, with 404 study bedrooms • Employment & Skills Plan agreed • Initial meeting took place January 14 • Construction related roles only • Outputs will be monitored until end August 2014. Final outputs to be reported September 14	City Centre	Construction complete August '14	20	0	• 23 people into work – 19 from local target wards and 4 other district jobs • 5 existing apprenticeships employed on site • 24 local businesses engaged • 4 schools engagement visits • 4 work experience opportunities • 181 jobs safeguarded	23	0
	University Of Leeds Land Bounded By Woodhouse Lane And Hillary Place Leeds LS2 3AR Demolition of existing buildings and erection of a 6 storey library with ancillary landscaping	City Centre				Awaiting further details		
	Queen Street (No.6) And 28A York Place Leeds LS1 2TW Demolition of existing buildings and erection of six storey office block with basement car parking.	City Centre				Awaiting information on outputs		
	Hilton Arena Hotel: Portland Crescent and Cookridge Street Leeds - 6 storey part 14 storey hotel building with ground floor restaurant and coffee/juice bar. • Employment & Skills Plan agreed • End user opportunities timescales to be identified. • Roles will be construction, hospitality and customer service	City Wide	Completion Aug 15	110	2	Regular meetings held with CHY and construction team. Outputs achieved so far • 12 people into work – 3 local jobs and 9 other from Leeds • 3 safeguarded jobs • 7 weeks work experience • 2x Meet the Buyer events held – 8 local businesses engaged • 4 school engagement visits • 9 community site visits	12	0
	Victoria Gate. Phase1 redevelopment of the land around the Millgarth Police Station which will support the new John Lewis store. • Sir Robert M^cAlpine, main construction contractor on site 7 April. • Initial meeting held with the developer, contractor to discuss Employment and Skills Plan and construction timescales. • Phase 1 of the development will generate roles in construction, customer service, hospitality. • A further Employment and Skills plan will be developed to deliver the contractual obligations on the licence for the Casino	Gipton and Harehills Burmantofts and Richmond Hill Cross Gates and Whinmoor Killingbeck and Seacroft Temple Newsam Hyde Park and Woodhouse Kirkstall Farnley and Wortley City and Hunslet Bramley and Stanningley Armley Chapel Allerton Middleton Park Beeston and Holbeck	Construction to be complete Dec 15 (currently 2 weeks behind schedule) Fit out from Dec 15 John Lewis Store, Car Park and Arcades open Sept 16	1,200	35	Employment and Skills Plan has now been agreed. Social Impact Plan has been developed by CHY. Outputs to date • 5 people into jobs – 3 from local target wards, 1 from other Leeds districts, 1 from outside the city • 2 Work Experience opportunities • 3 Business engagement events • 2 trainees on site Some other outputs have been achieved but data has not been submitted	5	0