



## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

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Meeting to be held in Civic Hall, 1st Floor West, LS1 1UR on  
Wednesday, 19th February, 2020 at 10.30 am

There will be a pre-meeting for all Board Members at 10.15am.

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### MEMBERSHIP

|                    |                                 |
|--------------------|---------------------------------|
| N Buckley          | - Alwoodley                     |
| L Cunningham       | - Armley                        |
| N Dawson           | - Morley South                  |
| K Dye              | - Killingbeck & Seacroft        |
| J Goddard          | - Roundhay                      |
| R Grahame          | - Burmantofts and Richmond Hill |
| C Hall             | - Rothwell                      |
| K Maqsood          | - Gipton and Harehills          |
| M Shahzad          | - Moortown                      |
| J Taylor           | - Horsforth                     |
| P Truswell (Chair) | - Middleton Park                |
| P Wadsworth        | - Guiseley and Rawdon           |

# A G E N D A

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

|    |  |                                                                                                                                                                                                                                                           |          |
|----|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 4  |  | <b>DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS</b><br><br>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.          |          |
| 5  |  | <b>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</b><br><br>To receive any apologies for absence and notification of substitutes.                                                                                                                 |          |
| 6  |  | <b>MINUTES - 8 JANUARY 2020</b><br><br>To approve as a correct record the minutes of the meeting held on 8 January 2020.                                                                                                                                  | 5 - 12   |
| 7  |  | <b>HOUSING MIX INQUIRY - RECOMMENDATION TRACKING AND UPDATE</b><br><br>To receive a update from the Director of City Development about the progress made in responding to the recommendations arising from the Scrutiny Board's inquiry into Housing Mix. | 13 - 38  |
| 8  |  | <b>SMART CITIES UPDATE</b><br><br>To provide an overview of the Smart Cities agenda and an update on the Council's Smart Leeds programme.                                                                                                                 | 39 - 56  |
| 9  |  | <b>DIGITAL INCLUSION - RECOMMENDATION TRACKING</b><br><br>To receive a report that sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.             | 57 - 84  |
| 10 |  | <b>WORK SCHEDULE</b><br><br>To consider the Scrutiny Board's work schedule for the 2019/20 municipal year.                                                                                                                                                | 85 - 108 |

**DATE AND TIME OF NEXT MEETING**

8 April 2020 at 10.30am (pre-meeting for all board members at 10.15am).

## SCRUTINY BOARD (INFRASTRUCTURE, INVESTMENT & INCLUSIVE GROWTH)

WEDNESDAY, 8TH JANUARY, 2020

**PRESENT:** Councillor P Truswell in the Chair

Councillors K Brooks, N Buckley,  
L Cunningham, N Dawson, K Dye,  
C Howley, K Maqsood, M Shahzad,  
J Taylor and P Wadsworth

### 50 APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS

There were no appeals against refusal of inspection of documents.

### 51 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

### 52 Late Items

There were no late items.

### 53 Declarations of Disclosable Pecuniary Interests

No declarations of disclosable pecuniary interests were made.

### 54 Apologies for Absence and Notification of Substitutes

Apologies were received from Cllrs Hall, R Grahame and Goddard.

Cllr C Howley attended as substitute for Cllr. Hall  
Cllr. K Brooks attended as substitute for Cllr. Grahame

### 55 Minutes - 20 November 2019

**RESOLVED** – That the minutes of the meeting held on 20<sup>th</sup> November 2019, be approved as a correct record.

### 56 Inclusive Growth Update Report

The report of the Director of City Development and the Director of Resources and Housing provided an update on activity undertaken to implement the recommendations of the Scrutiny Inquiry into the Leeds Inclusive Growth Strategy which had been published in April 2019.

The Scrutiny Board had also requested an update on activity undertaken to support disabled people including those with learning disabilities into employment following the Executive Board report which had been considered on 16<sup>th</sup> October 2019.

In attendance at the meeting were:

- Councillor Pryor – Executive Member

Draft minutes to be approved at the meeting  
to be held on Wednesday, 19th February, 2020

- Sue Wynne – Chief Officer Employment and Skills
- Eve Roodhouse – Chief Officer, Economic Development
- Jane Hopkins – Head of Communities and Partnerships

A copy of the report on Improving Employment Outcomes for People with Learning Disabilities which had been to the 19<sup>th</sup> October 2019 Executive Board was circulated to Members prior to the start of this item as a background document.

Members were informed that considerable work has been undertaken since the initial inquiry with Anchor Network Employment Working Group. The work has been broken down into three parts:

- Overall Strategy including the implementation, governance and monitoring;
- Strategic benefits for those living in disadvantaged area, working with Anchor on a number of recommendations;
- Update on improving employment outcomes for people with learning disabilities.

Officers provided Members with an update on progress against each of the recommendations and responded to comments and questions in relation to those recommendations:

- Recommendation 1 – The Executive Board have approved the Council's new Procurement Strategy. It was recognised that the way in which goods and services are commissioned could make a significant contribution to achieving the city's inclusive growth ambitions;
- Recommendation 2 – First Bus have made a pledge to contribute to the Inclusive Growth Strategy and will be attending the next Inclusive Growth event. Contact is due to be made with Arriva and Transdev;
- Recommendation 3 – The productivity event held in September 2019 was well attended by stakeholders, third sector and private sector. The event was a sharing of ideas on which to build and move to the future. The next event is already being organised with invites already being accepted;
- Recommendation 4 – It is still early days of the growth ambassadors who are working with officers to develop the ambassador's role. Ambassadors are not being paid for the role, however they are to be reimbursed for transport costs;
- Recommendation 5 – Corporate reports and templates have been revised in line with the recommendation;
- Recommendation 6 - Members raised concerns in relation to the decrease in construction KPI's and were advised that work was on going to address this through engagement with the Chamber of Commerce and the 'Meet the buyer' event to look at supply chains and the use of sub-contractors;
- Recommendation 7 – The Board's view was to continue monitoring;
- Recommendation 8 – The Board was impressed by these initiatives to target opportunities to residents living in the Priority Neighbourhoods. It was noted that the next programme would be held on 22<sup>nd</sup> and 29<sup>th</sup>

February 2020, with a focus on Clifton and Nowells, Lincoln Green, Receptions and the Bartons, and Stratford and the Beverleys Priority Neighbourhoods. Members were informed that transport links inform the approach and that it is anticipated further opportunities will be promoted through engagement with the wider group of Anchors.

- Recommendation 9 – An update from the Joseph Rowntree Foundation would be provided to Members later;
- Recommendation 10 – Anchor institutions have been responsible for consultation within their own organisations on the Healthy Workplace initiative and this has involved trade unions;
- Recommendation 11 – A majority of the skills courses available through the Leeds Adult Learning Programme are free to the unwaged.
- Recommendation 12 – The Chair commended the report that had been presented to the Executive Board, saying that the report demonstrated that the city was doing good practical work to get those with learning disabilities into work. It was noted that another report is due to be presented to the Executive Board on how people with disabilities can access all services within the city.

The Scrutiny Board was advised that the Civic Hall would be hosting the SEND Employment Forum which focuses on getting young people into work. The lead for this national event will be the Lighthouse Foundation and is due to take place on 22<sup>nd</sup> February 2020.

In consideration of the recommendations, the status of recommendations were agreed as follows:

- Recommendation 1 – Acceptable progress made. Continue monitoring – 4
- Recommendation 2 – Acceptable progress made. Continue monitoring – 4
- Recommendation 3 – Acceptable progress made. Continue monitoring – 4
- Recommendation 4 – Acceptable progress made. Continue monitoring – 4
- Recommendation 5 – Acceptable progress made. Continue monitoring – 4
- Recommendation 6 – Acceptable progress made. Continue monitoring – 4
- Recommendation 7 – Acceptable progress made. Continue monitoring – 4
- Recommendation 8 – Acceptable progress made. Continue monitoring – 4
- Recommendation 9 – Acceptable progress made. Continue monitoring – 4
- Recommendation 10 – Acceptable progress made. Continue monitoring – 4
- Recommendation 11 – Acceptable progress made. Continue monitoring – 4

- Recommendation 12 – Acceptable progress made. Continue monitoring – 4

**RESOLVED –**

- a) That the report and discussion be noted.
- b) That the above status of tracking recommendations be approved.

## **57 Best Council Plan Performance Report Quarter 2 2019/20**

The report of the Director of City Development, Director of Children and Families, and Chief Executive provided a summary of performance at Quarter 2, for 2019/20 against the strategic ambitions, outcomes and priorities for the Council relevant to the Scrutiny Board, Infrastructure, Investment and Inclusive Growth within the Best Council Plan 2019-21. An update on the City Region functions was also provided as part of the remit of the Scrutiny Board.

In attendance at the meeting were:

- Cllr. Lewis – Executive Member
- Cllr. Pryor – Executive Member
- Martin Farrington – Director of City Development
- Phil Mellen – Deputy Director of Learning
- Sue Wynne – Chief Officer, Employment and Skills
- Eve Roodhouse – Chief Officer, Economic Development
- Gary Bartlett – Chief Officer Highways and Transportation
- Phil Evans – Chief Officer Operations

The Scrutiny Board's discussions focussed on the following points:

- A request for KPI reporting to include workers on zero hours and part-time contracts and levels of unemployment in the city;
- The need for real time data to understand better how people are responding to Brexit and more research to be undertaken on self-employment;
- Day visitor figures;
- Business rates;
- NEET figures especially those 'not known' figures. Members were advised that steps were being taken to address these figures and staff were working on the whereabouts of those 'not known';
- Members were provided with information in relation to the issue of 'off rolling'. The Chair thanked Cllr. Pryor and Officers for bringing the issue of 'off rolling' to the attention of Ofsted;
- Housing mix inquiry due to be considered at the next meeting. The Board requested a breakdown of data on specific areas including, bedroom numbers and number of affordable houses. The inquiry will consider issues in relation to the right property types, in the right place, at the right time;
- Invite for Highways to prepare a separate report to include road safety and to invite road safety campaigners to a future meeting;

- City Connect and low usage along the A64. It was noted that this was due to road works and it is hoped to build on the success of City Connect in the west of the city;
- Devolution.

**RESOLVED** – To note:

- a) The Best Council Plan Quarter 2 2019/20 performance information.
- b) The narrative update provided on City Region functions.

## **58 Financial Health Monitoring**

The report of the Head of Democratic Services provided members of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) with information regarding the projected 2019/20 financial health position of those service areas that fall within the remit of the Board at month 7 (October).

In attendance for this item were:

- Cllr. Lewis – Executive Member
- Martin Farrington – Director of City Development
- Phil Evans – Chief Officer, Operations
- Simon Criddle – Head of Finance
- Jill Stuart – Principal Finance Manager

Members were advised that details of the Council's overall projected 2019/20 financial health position for Month 7 (October) had been reported to the Executive Board at its meeting on 7<sup>th</sup> January 2020. The Executive Board report had been attached at Appendix A for Board Members consideration.

Discussions took place in relation to the following points:

- Street Lighting LED conversion programme. It was recognised that there had been delays, however, this area of work was hoped to be completed by the end of this financial year;
- City Development's Strategic Investment Fund and the potential impact of the 1% increase in the rate of borrowing from the Public Works Loan Board;
- PFI Contracts.

**RESOLVED** - To note the content of the report.

## **59 Initial Budget Proposals 2020/21**

The report of the Head of Democratic Services provided members of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) with the Executive Board's initial budget proposals for 2020/21. The initial budget proposals report was considered by Executive Board at its meeting on 7<sup>th</sup> January 2020, a copy of the report was appended to the submitted report. Scrutiny Board members were requested to consider, review and comment on matters and proposals relating to service areas that fall within the Scrutiny Board's remit.

In attendance for this item were:

- Cllr. Lewis – Executive Member
- Martin Farrington – Director, City Development
- Phil Evans – Chief Officer Operations, City Development
- Simon Criddle – Head of Finance
- Jill Stuart – Principal Finance Manager

Members were advised that the initial budget proposals have less variants than in previous years since austerity was imposed on the Council. The Board noted that the report would be considered by full Council at its February 2020 meeting.

**60      RESOLVED – To note the content of the attached Executive Board report.  
Best Council Plan Refresh**

The report of the Head of Democratic Services provided member of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) with an opportunity to consider the proposals to refresh the Best Council Plan for the period 2020/21 to 2024 / 25, and comment on those aspects that fall within the terms of reference.

Executive Board considered the proposals to refresh the Best Council Plan at its meeting on 7<sup>th</sup> January 2020, a copy of the Executive Board report was attached for members' information.

In attendance at the meeting were:

- Cllr Lewis– Executive Member
- Coral Main – Head of Business Planning and Risk

The Scrutiny Board was advised that the Best Council Plan will be considered by full Council at its meeting in February 2020.

The Board Members were informed that one of the main focuses of the Best Council Plan going forward would be to address a number of issues linked to the Climate Emergency agenda, including district heating and transport. It was recognised that the Best Council Plan has included climate change for a number of years, however it has now been brought to the forefront.

Members were informed that the Best Council Plan has a standard set of KPI's which are published within the Plan. KPI's are regularly updated on the Council's website. Responding to Members comments in regard to performance related information on housing mix it was suggested that this could be looked into.

**RESOLVED – To note the content of the report.**

Cllr. Taylor left the meeting at 12:30 during this item.

Cllr. Maqsood left the meeting at 12:40 at the end of this item.

**61      Work Schedule**

Draft minutes to be approved at the meeting  
to be held on Wednesday, 19th February, 2020

The report of the Head of Democratic Services was presented by the Principal Scrutiny Adviser and advised members of the Board's work schedule for the remainder of the current financial year.

The latest iteration of the Board's work schedule and a copy of the Executive Board minutes of meeting held on 25<sup>th</sup> November 2019, was appended to the submitted report.

The Chair advised the Board Members that due to the number of items proposed for the February meeting, himself and the Principal Scrutiny Adviser would consider the proposed items, and may rearrange the work schedule moving some items to the April meeting.

**RESOLVED** – That the Board's work schedule be noted.

**62 Date and Time of Next Meeting**

The next meeting of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth) will be on 19<sup>th</sup> February 2020, at 10:30am, with a pre-meeting for all members at 10:15am.

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## Report of the Head of Governance and Scrutiny Support & Director of City Development

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

**Date: 19 February 2020**

**Subject: Housing Mix – Update and Tracking of scrutiny recommendations/desired outcomes**

|                                                                                                                                              |                              |                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------|
| Are specific electoral Wards affected?<br>If relevant, name(s) of Ward(s):                                                                   | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?                                                              | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In?                                                                                                        | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, Access to Information Procedure Rule number:<br>Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

### Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Housing Mix
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

### Recommendations

4. Members are asked to:
  - Note the update provided on the Core Strategy Selective Review and the Revised National Planning Policy Framework
  - Note progress made on recommendations
  - Agree those recommendations which no longer require monitoring
  - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result

## **1 Purpose of this report**

- 1.1 This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry into Housing Mix.

## **2 Background information**

- 2.1 At the July 2015 meeting of Scrutiny Board (City Development), Members agreed to undertake a joint Inquiry with Scrutiny Board (Environment and Housing) into 'Housing Mix'. It was agreed that the Inquiry would be progressed via a joint working group.
- 2.2 Work in this area was initially started by the then Scrutiny Board (Housing and Regeneration) following a request for scrutiny from a member of the public and former co-optee of that Scrutiny Board. This request for Scrutiny focused on a request for Members to re-examine the adequacy of the responses provided to the first two recommendations of a previous scrutiny inquiry completed in 2011 by Scrutiny Board (Regeneration) on Housing Growth.
- 2.3 It was agreed by both Scrutiny Boards that matters relating to previous recommendations would be considered during the course of the working group's discussions. However the focus of this fresh Inquiry would be the delivery of Policy H4<sup>1</sup>, that is, delivery, as expressed in the Core Strategy, of the right property type and tenure within criteria of affordability.
- 2.4 The review concluded in March 2016 and a report setting out the Scrutiny Board's findings and recommendations was published in the same month. One recommendation (11) was that no further monitoring of 1 & 2 made by Scrutiny Board (Regeneration) following its Inquiry into Housing Growth (2011) takes place. In July 2016, the Scrutiny Board received a formal response to the recommendations arising from this review.
- 2.5 At the Scrutiny Board (City Development) meeting 26 April 2017, the Board conducted its first review of progress against the recommendations made in the inquiry report. The Board resolved that recommendation 6 and recommendation 7 were achieved and therefore do not require further tracking. At the Scrutiny Board (Infrastructure and Investment) meeting 21 March 2018 the Board resolved that recommendation 1 and recommendation 2 were achieved. However, the Board requested to be kept informed of developments on the Core Strategy (CS) and the National Planning Policy Framework (NPPF). The recommendations achieved are listed below as is the update with regard to the Core Strategy Select Review (CSSR) and Revised National Planning Policy Framework (RNPPF):

***Recommendation 1*** – *That the Director of City Development maintains the commitment to a selective review of the Core Strategy, which should commence following the release of the 2014, based household projections.*

***Recommendation 2*** – *That the Chief Planning Officer writes to the Secretary of State and the department of Communities and Local Government urging the Government to standardise the methodology for assessing viability taking into account the experiences of local planning authorities, and the full range of policy requirements for delivering sustainable development.*

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<sup>1</sup> Policy H4 aims to ensure that the new housing developed in Leeds is of a range of type and size to meet the mix of households expected over the Plan period.

**Recommendation 6** – That the Chief Planning Officer writes to the Secretary of State and the Department of Communities and Local Government making the following points;

- That as the current Strategic Market Assessment Practice Guidance 2007 was out of date that government revises Strategic Market Housing Assessments Practice Guidance (including approaches on how to calculate and monitor an Objectively Assessed Need) as a matter of urgency.
- The Council would expect that revised Practice Guidance takes full account of the desirability of engaging Neighbourhood Planning forums in the preparation of the evidence base underpinning SHMAs and thus the objectively assessed housing need for the City, and requests clarification on how this might best be achieved.

**Recommendation 7** – That the Chief Planning Officer implements proposals to include a heading on Housing Mix on each panel report and to report back to the appropriate Scrutiny Board the subsequent outcomes of the initiative.

### **3 Main issues**

#### **3.1 Core Strategy Selective Review (CSSR) - Update**

The Core Strategy Selective Review was adopted in September 2019. Its policies will be monitored through the Council's Authority Monitoring Report which is reported through Development Plan Panel (DPP) annually, with an intent for the next Authority Monitoring Report (AMR) update to be considered at the March 2020 meeting.

- 3.2 The Government confirmed its revised approach to an Objectively Assessed Need methodology for housing in updates to the Planning Policy Framework in March 2019. These require that local planning authorities use a Standard Methodology as a starting point for considering what a housing requirement should be. This is what has been done in Leeds with a housing requirement set at 3,247 homes per annum in the Adopted CS building on the standard method figure of 2,649 on the basis of the role that Leeds plays within the City Region, the need for affordable homes and the pressure placed on housing need as a result of job growth.

#### **3.5 Revised National Planning Policy Framework (NPPF) – Update**

- 3.6 No further changes to viability testing in the NPPF have been made.

#### **Recommendation Tracking**

- 3.7 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.8 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

- 3.9 This standard set of criteria is presented in the form of a flow chart at **Appendix 1**. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.10 The Board is asked to determine a position status for each recommendation. Details of progress against each recommendation are set out within the table at **Appendix 2**.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at **Appendix 2**.

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

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at **Appendix 2**.

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

- 4.3.1 The adopted Core Strategy takes forward the spatial objectives of the Vision for Leeds and the priorities set out in the best Council Plan, particularly in relation to promoting sustainable, inclusive economic growth, health and well-being and Leeds declared Climate Emergency. This is supported through identified land in the adopted Site Allocations Plan (adopted 2019) and Aire Valley Leeds Area Action Plan. Appropriate housing mix is a key element of this process.

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

- 4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at **Appendix 2**.

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

- 4.5.1 This report does not contain any exempt or confidential information.

### **4.6 Risk Management**

- 4.6.1 This section is not relevant to this report.

## **5 Conclusions**

- 5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the Scrutiny inquiry in Housing Mix.

## **6 Recommendations**

- 6.1 Members are asked to:

- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

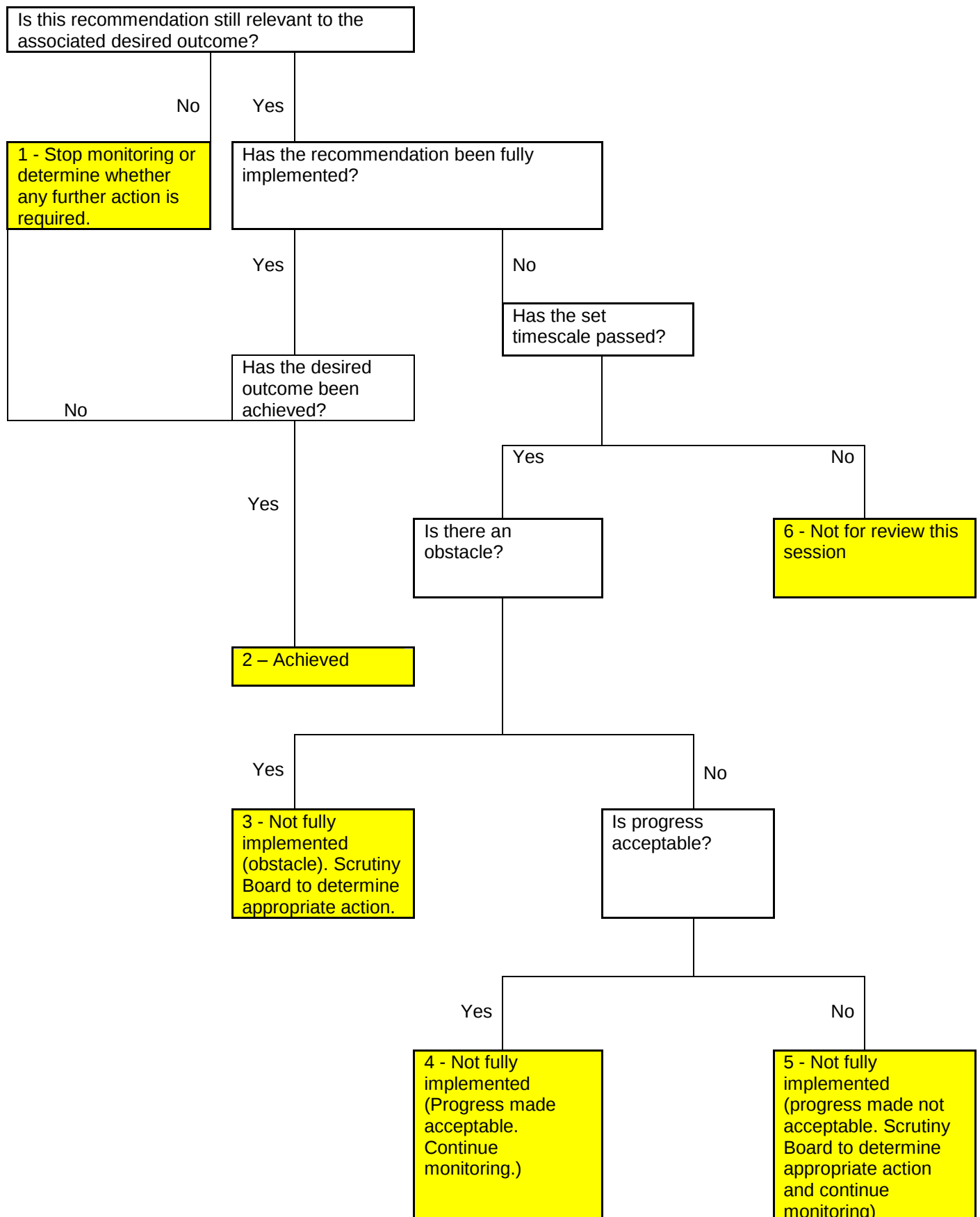
## **7 Background documents<sup>2</sup>**

None

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<sup>2</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



## Appendix 2

### Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

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| <b>Desired Outcome</b> - The continuous improvement of elected members skills and knowledge                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Recommendation 3</b> – That the Chief Planning officer arranges for Plans Panel Members to receive further information and training on best practice in dealing with scheme viability appraisals, in collaboration with other West Yorkshire authorities and the Planning Advisory Service.</p> <p><b>Formal response to the original enquiry:</b><br/>A training session on viability for elected members is taking place on 13th July 2016. All members of the Plans Panel have been invited to attend. The session is being led by ATLAS (Advisory Team for Large Applications), with contributions from the District Valuer (DV) and representatives from the volume house builders.</p> <p><b>Current Position 2020:</b><br/>Member training on viability forms a regular part of the Department's approach to ensuring that decision taking is supported by regular training for Members. Training took place on 30 January 2019 and further training is planned for this calendar year, including drawing out links between viability and the climate emergency.</p> <p>Planning Practice Guidance – 'Viability' related to NPPF para 57 states that, any viability assessment should be prepared on the basis that it will be made publicly available other than in exceptional circumstances. Even in those circumstances an executive summary should be made publicly available.</p> |
| <b>Position Status</b> - <i>This is to be formally agreed by the Scrutiny Board</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Desired Outcome</b> - Raising the awareness of Housing Assessments and their importance in the planning process                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Recommendation 4</b> – That the Chief Planning Officer reports back to the relevant Scrutiny Board the implementation and success of the proposed assessment guidance and other proposed actions around Housing Needs Assessments (HNAs).</p> <p><b>Formal response to the original enquiry:</b><br/>The development of assessment guidance for carrying out Housing Needs Assessments remains a priority. The commissioning of local Housing Market Assessments (HMAs) on a neighbourhood basis is overseen by the Housing Growth Team and this work will be extended to include the preparation of a template which could provide guidance to assist others, including Neighbourhood Forums and developers, in carrying out local assessments. The current contract for this work is due for renewal in September and it will</p> |

form part of the work programme of the new contractor once appointed.

A report back to Scrutiny Board will follow at that time. It will be important to reflect this workstream in any revised SHMA and be clear as to the roles of Ward Members and Community Committees in this area.

### **February 2019:**

The HMA & Strategic Housing Research Commission was awarded to Arc4 in March 2017. Since 2011 the Council has commissioned Housing Market Assessments across the city (for a variety of purposes including neighbourhood planning approaches and new strategic developments) and these continue to be used as a basis for discussions with developers and Registered Providers to inform the development of schemes or respond to proposals. In 2018 Kirkstall, City Centre and Inner North West were completed along with a refresh of other areas. The Council has utilised the HMAs when identifying the need and type of Affordable Housing required as part of s106 Affordable Housing obligations. This enables the council, neighbourhood groups, developers to directly address local housing need and demand in different areas.

Developers are also required to submit their own **HNAs** on larger developments which are scrutinised by officers and compared again the council's own data. As well as relying on the local HMAs developers and plan users may also use a suite of 11 Housing Market Characteristic Area (HMCA) reports which accompany the Strategic Housing Market Assessment (SHMA) undertaken for the CSSR. These are not prepared to support the CSSR strategic policies but do offer further detail on implementation.

A draft version of a report **was** included in the previous report to set out for Members the breadth of local HMCA evidence that is on offer. These reports are not designed to replace the broad needs for housing mix as set out in Policy H4 but help illustrate locally distinctive circumstances. For example, this report for the Outer West area highlights that the gap between housing requirements and the existing stock is most apparent in 1/2-bed and 4-bed homes and flats.

### **Current Position 2020:**

The Strategic Housing Market Assessment (SHMA) 2017 is supported by a set of sub-area reports – Vital Statistics. A draft example is attached in Appendix 1.

As part of ongoing housing work being carried out by Arc4 consultants a training/workshop sessions for officers who assess HNAs will be delivered during 2020. This will help officers to consistently assess HNAs in securing a better mix. Some of the headlines which had been shared since the last tracking update include:

- Clarification over need i.e. clear advice that estate agents consideration of what house types are selling in an area is not an indication of what needs to be built
- Updated support for the housing mix targets (reported to DPP (date))
- As part of management of the policy clarification that the minimum and maximum figures within the supporting text of the housing mix policy are less material on the basis that developers are consistently aiming for the maximum level of larger dwellings and minimum level for smaller (especially 2 bed) dwellings

A draft template for an HNA which sets out what should be provided within the assessment will be made available to the Development sector for consistency.

Tracking of Housing Mix and Affordable Housing indicators occurs through the annual

|                                                                                     |
|-------------------------------------------------------------------------------------|
| Authority Monitoring Report.                                                        |
| <b>Position Status</b> - <i>This is to be formally agreed by the Scrutiny Board</i> |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Desired Outcome</b> - Improvement in the quality of Neighbourhood Plans</p> <p><b>Recommendation 5</b> – That the Chief Planning Officer ensures that appropriate assistance is offered to Neighbourhood Forums to assist in the drawing up of Neighbourhood Plans.</p> <p><b>Formal response to the original enquiry:</b><br/> The Council currently supports 35 neighbourhood groups. 1 plan has got to referendum and about 8 plans have either reached pre-submission stage or are about to. Therefore the collaborative arrangements put in place by the Council; working alongside neighbourhood groups is now bearing fruit. The recent restructure of the planning service has allowed for greater flexibility in the deployment of staff within Policy and Plans to advise forums. However, at present the overwhelming priority for staff is the progression of the Site Allocations Plan (SAP) and Aire Valley Area Action Plan (AVAAP).</p> <p>However, there are parts of the District where there are particular challenges. Officers are aware of specific issues in particular parts of the District and the Directorate has put arrangements in place to address those issues e.g. through regular ward member contact and attendance at Neighbourhood Forum meetings.</p> <p><b>February 2019:</b><br/> The Council currently supports 35 neighbourhood groups. As at January 2019 10 plans have now been made.</p> <p>The Council now has 10 “made” Neighbourhood Plans:</p> <ul style="list-style-type: none"> <li>• Alwoodley</li> <li>• Bardsey-cum-Rigton</li> <li>• Barwick-in-Elmet and Scholes</li> <li>• Boston Spa</li> <li>• Clifford</li> <li>• Collingham</li> <li>• Holbeck</li> <li>• Linton</li> <li>• Thorp Arch</li> <li>• Walton</li> </ul> <p>3 referendums are scheduled with 2 plans currently at Examination and a further 3 plans are expected to be submitted within the next 6 months. If these are all successful that could bring the total number to 18 Plans for Leeds.</p> <p>The Council held an event in October which sought to stimulate participation from non-parished areas with over 100 people attending. This sought to help address concerns that neighbourhood planning activity was out of reach of many inner area communities.</p> <p>The Holbeck Plan (an inner area plan) received a commendation from the Royal Town Planning Institute in 2018 and the Council has submitted both the Holbeck and Walton Plans to the “Planning” Magazine awards for 2019. The Walton Plan is the first in Leeds to allocate land for housing.</p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Tracking of Neighbourhood Plans occurs through the annual Authority Monitoring Report.

**Current Position 2020:**

There are over 36 designated neighbourhood area in Leeds, covering villages, market towns and a wide variety of neighbourhoods within the main urban area.

As at January 2020 14 plans have been made and, as such, are part of the development plan for Leeds and will be used to help determine planning applications in the following neighbourhood areas:

- Alwoodley
- Bardsey-cum-Rigton
- Barwick-in-Elmet and Scholes
- Boston Spa
- Clifford
- Collingham
- Holbeck
- Linton
- Mabgate
- Thorp Arch
- Walton
- Aberford

There are over 15 other neighbourhoods preparing neighbourhood plans, some at the early stages and others approaching examination/referendum. This includes a number of new areas (Micklefield – designation pending; Chapeltown – designation pending; Lincoln Green and Burmantofts - designation pending).

The Council, Holbeck Neighbourhood Forum and Walton Parish Council were awarded the national neighbourhood planning award at a ceremony in London in June 2019. This award was made for the quality of the plans and for the collaboration between the Council and the neighbourhood planning groups. This award has inspired a number of other groups in the area and set the standard for others to follow.

The Council is currently working with the West Yorkshire Combined Authority, Planning Aid England and others on a neighbourhood planning and climate change event, scheduled for late spring 2020. The aim of this event will be to inspire and to provide practical suggestions for neighbourhood plan policies and projects and to ultimately have a number of exemplar neighbourhood plans which will provide the lead on neighbourhood planning and climate change, locally and nationally.

Tracking of Neighbourhood Plans occurs through the annual Authority Monitoring Report and the Local Development Scheme.

**Position Status** – *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome 4** - That Housing Mix is discussed with developers at the earliest opportunity.

**Recommendation 8** – That the Chief Planning Officer reports back to the appropriate

Scrutiny Board the improvements to housing mix achieved through the practice of discussing mix at pre application stage.

**Formal response to the original enquiry:**

Updated in the Current 2020 position below:

**February 2019:**

Securing housing mix in line with Policy H4 continues to be a challenge for the Council in some areas with volume housebuilders sometimes initially reluctant to submit schemes in line with the Policy requiring specific negotiation.

For example, the redevelopment of the former Stocks Blocks site in Garforth (proposed by Redrow Homes) started off significantly weighted in favour of 3 and 4 bed houses but following discussion and negotiation was amended to include an improved mix.

Similarly a reserved Matters application for 292 dwellings on land south of railway line at Thorpe Park (proposed by Redrow Homes) was negotiated to improve the housing mix

There has been improvement in the schemes submitted in the City Centre on large sites such as Tetley Site and former Evans Halshaw site – both providing 20% of homes as 3-bed. Smaller city centre sites are finding the policy more problematic with average of 6%.

The continued prevalence of properties at the lower and upper end of bedroom sizes reflects the recent market for residential development and construction activity since 2012. This period has seen the trend of a recovering housebuilding sector based upon the resurgence of the city centre providing large numbers of 1 bedroom properties including a new market for purpose-built student accommodation in studio apartments and, at the other end of the market, a high proportion of larger properties including 4+ bedroomed dwellings provided in the outer areas in high market areas popular with the volume housebuilders. Whilst the number of 2 and 3 bedroom properties remains below the overall targets for the district this will be addressed through the adoption of the Site Allocations Plan. The SAP will allocate sites on both brownfield and greenfield land across all markets that will see the development of schemes in suitable locations of appropriate scale as part of a planned and managed approach. Accordingly, an implementation note for Policy H4 on Housing Mix is in preparation to assist the proper implementation of the policy through SAP. This will continued to be monitored through the Authority Monitoring Report.

Tracking of Housing Mix and Affordable Housing indicators occurs through the annual Authority Monitoring Report.

**Current Position 2020:**

As highlighted before there continues to be a challenge for the Council with an over provision of 1 bedroom units and 4+ bedroom units and an under provision of 2 and 3 bedroom with regards to the targets found within Policy H4. The 1 bed over provision is mainly a result of a high proportion of development within the City Centre where 1 and 2 bed apartments are predominantly delivered.

The SAP, which is now adopted, allocated sites on both brownfield and greenfield land across all markets that will see the development of schemes in suitable locations of appropriate scale as part of a managed approach. The adoption of the SAP provides in excess of a 5 year land supply.

Through the pre-application process and planning applications, Housing Mix and Policy H4

is raised at an early stage of the process to ensure that developers are aware of this key policy, its requirements and how it should be implemented.

As part of the continuous implementation and briefing sessions with relevant officers regarding H4 an implementation note is being updated with up-to-date evidence.

The Authority Monitoring Report figures for 2018/19 are shown below for the comparable tables in the formal response.

**Table 1: Monitoring of 2018/19 – proportion of all new housing per room**

| Year                    | Number of bedrooms |            |            |            |
|-------------------------|--------------------|------------|------------|------------|
|                         | 1                  | 2          | 3          | 4+         |
| 2012/13                 | 22%                | 27%        | 25%        | 27%        |
| 2013/14                 | 21%                | 22%        | 28%        | 29%        |
| 2014/15                 | 21%                | 15%        | 37%        | 28%        |
| 2015/16                 | 26%                | 29%        | 28%        | 17%        |
| 2016/17                 | 29%                | 25%        | 30%        | 16%        |
| 2017/18                 | 29%                | 25%        | 22%        | 24%        |
| 2018/19                 | 34%                | 28%        | 21%        | 18%        |
| <b>Policy H4 target</b> | <b>10%</b>         | <b>50%</b> | <b>30%</b> | <b>10%</b> |

**Table 3: Recent housing approvals per room**

| Period                  | Number of bedrooms approved |            |            |            |
|-------------------------|-----------------------------|------------|------------|------------|
|                         | 1                           | 2          | 3          | 4+         |
| April to September 2019 | 36%                         | 34%        | 20%        | 10%        |
| <b>Policy H4 target</b> | <b>10%</b>                  | <b>50%</b> | <b>30%</b> | <b>10%</b> |
| Range                   | 0% - 50%                    | 30% - 80%  | 20% - 70%  | 0% - 50%   |

**Table 3: Affordable Housing completions**

| Period  | Section 106 | Grant assisted | Non assisted | Total |
|---------|-------------|----------------|--------------|-------|
| 2012/13 | 72          | 119            | 14           | 205   |
| 2013/14 | 109         | 175            | 45           | 329   |
| 2014/15 | 79          | 288            | 88           | 455   |
| 2015/16 | 129         | 78             | 249          | 456   |
| 2016/17 | 112         | 302            | 143          | 557   |
| 2017/18 | 88          | 130            | 20           | 238   |
| 2018/19 | 169         | 117            | 147          | 433   |

Insert graph from 3.15.4  
from MF report \*\*\*

In terms of affordable housing delivery and the delivery of 433 homes in 2018/19 this is below the target that is set in the Core Strategy for over 1,200 homes to be affordable. Whilst this delivery is below target there are some important contextual headlines:

- It is important to note that the 1,200 homes Affordable Homes includes backlog of delivery so that the actual “in-year” net target is closer to 434 per annum
- The relatively poor contribution of S106 affordable units is mainly as a result of the proportion of student housing schemes within the completions which do not require affordable housing. It is forecast that once more market housing is delivered, now

supported by an Adopted Site Allocations Plan – this proportion will increase.

- There are increasingly examples of sites being delivered by partners with 100% affordable housing.

**Table 4: Housing mix of outstanding stock approved since April 2012**

| Type                    | Number of bedrooms (unimplemented approvals) |            |            |            |
|-------------------------|----------------------------------------------|------------|------------|------------|
|                         | 1                                            | 2          | 3          | 4+         |
| Total                   | 34%                                          | 27%        | 21%        | 17%        |
| <b>Policy H4 target</b> | <b>10%</b>                                   | <b>50%</b> | <b>30%</b> | <b>10%</b> |

Tracking of Housing Mix and Affordable Housing indicators occurs through the annual Authority Monitoring Report.

**Position Status** – *This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** - Raising the knowledge of Elected Members on the implementation of Policy H4

**Recommendation 9** – That the Chief Planning Officer advises Joint Plans Panel of actions to be taken regarding the Implementation of Policy H4 and proposed actions to ensure improved delivery.

**Formal response to the original enquiry:** This will be reported to the first Joint Plans Panel (JPP) following the date of this Scrutiny response.

#### **February 2019:**

This was reported to the Joint Plans Panel in November 2017 who noted the initiatives being taken as detailed in recommendations above. The Authority Monitoring Report (AMR) was considered by Development Plan Panel (DPP) in May 2018 for the year 2016/17 and there is a scheduled meeting of DPP to discuss the 2017/18 AMR in March 2019.

#### **Current Position 2020:**

The Core Strategy (as amended 2019) Policy H4 states:

*‘Developments should include an appropriate mix of dwelling types and sizes to address needs measured over the long term taking into account the nature of the development and character of the location. This should include the need to make provision for Independent Living (see Policy H8)*

*For developments over 250 units, in or adjoining the Main Urban Area and Major Settlements or for developments over 50 units in or adjoining Smaller Settlements, developers should submit a Housing Needs Assessment addressing all tenures so that the needs of the locality can be taken into account at the time of development.’*

The supporting text of Policy H4 contains a “Preferred Housing Mix Table” which details the SHMA 2011. It contains targets for both type and size of housing.

Table H4: Preferred Housing Mix (2012 – 2028)

| Type*  | Max % | Min % | Target % |
|--------|-------|-------|----------|
| Houses | 90    | 50    | 75       |
| Flats  | 50    | 10    | 25       |
| Size*  | Max % | Min % | Target % |
| 1 bed  | 50    | 0     | 10       |
| 2 bed  | 80    | 30    | 50       |
| 3 bed  | 70    | 20    | 30       |
| 4 bed+ | 50    | 0     | 10       |

\*Type is applicable outside of City Centre and town centres; Size is applicable in all parts of Leeds

A report was presented to Development Plan Panel on 12<sup>th</sup> November 2019. The report included an overview of the effectiveness of the policy and its current implementation. Details of the proposed implementation note and updated housing mix evidence was also discussed.

It is considered that the current interpretation of the policy by developers has relied upon Table H4 (which is not itself part of the Policy) and the maximum and minimum percentages range therein rather than the targets themselves. Developers have contended that proposals, which provide up to 50% 4+bed houses satisfy the policy. Conversely they also contend that it is in line with the policy to deliver at the minimum level for 2-bed and 3-bed homes. Where this situation occurs consistently it is inevitable that the targets will not be met

The supporting text of the policy provides a 'Preferred Mix Table' , whilst the maximum and minimum ranges and the target are set out to reflect a diversity across sites in Leeds depending on the nature of the development and character of the area there is clearly a resulting skew towards 4+bed homes which is not in line with the objectives of the policy,

Consultants Arc4 have provided an up-to-date housing mix addendum to the SHMA which provides continued justification of the supporting policy text H4 Preferred mix targets. This evidence will be publically available. The implementation note will assist all users in understanding and applying the policy for applications and pre-applications which should aim to broadly align with the targets supported by the up-to-date evidence. It is accepted that the Council is not looking for a prescribed mix on all sites, but deviation from the target mix would have to be justified by the applicant.

Tracking of Housing Mix and indicators occurs through the annual Authority Monitoring Report.

**Position Status** –*This is to be formally agreed by the Scrutiny Board*

**Desired Outcome** - The development of a policy identifying and meeting specialist housing need

**Recommendation 10** – That the Director of Environment and Housing and the Chief Planning Officer explore a more coherent and detailed approach to identifying the need for specialist accommodation and how this can be met, and report back to the relevant Scrutiny Board.

**Formal response:**

Housing Market Assessments for specific schemes as required by Policy H4 and referred to

above at Recommendation 4 and can utilise data provided by services including Adult Social Care to inform housing mix requirements within market areas and relevant to schemes. The SHMA commission will seek strategic analysis of the Leeds market to help support local studies. A further report will be provided as part of the update referred to in recommendation 4.

### **February 2019:**

In July 2017 Executive Board approved a commitment to facilitate the delivery of up to 200 new units of Extra Care housing using £30m of housing growth funding. The Council will deliver three schemes which will be owned and managed by the Council expected to provide up to 200 extra care affordable rented homes. A programme update report was submitted to Executive Board in December 2018. In addition, a consortium were awarded a contract to deliver around 240 new extra care homes across 4 schemes subject to planning approval. Alongside the Council led programme, four sites are being progressed which will facilitate the delivery of new supply housing with care: Ashfield Works in Otley, Bramham House, Cookridge Hospital and former Primrose HOP (Housing for Older Persons) in Boston Spa; additionally Queensway is to be considered for provision for adults with learning disabilities.

The CSSR introduces new policy in relation to accessible housing standards, see Appendix 2 for Policy H10: Accessible Housing Standards. The policy requires new residential development to provide two types of accessible accommodation defined in Building Regulations Part M Volume 1: M4(2) a general level of accessibility roughly equivalent to the old “lifetime homes” standard and M4(3) wheelchair accessible dwellings (that can be “accessible” or “adaptable”). Different percentages of accessible accommodation were viability tested with the conclusion that developments should make 30% of all dwellings accessible to M4(2) standards and 2% of dwellings accessible to M4(3) adaptable standards.

The Council has also committed to preparing a Supplementary Planning Document (SPD) on Student Housing and Houses in Multiple Occupation (HMO) internal space standards to complement the national standards contained in the CSSR.

An update will be provided after the Adoption of the CSSR.

### **Current Position 2020:**

The updated Strategic Housing Market Assessment (SHMA) Households need survey evidences the housing needs for the District.

The Core Strategy (as amended 2019) was adopted in September 2019 introduces new policies:-

Policy H10: Accessible Housing Standards, supported through the review process with the Background Paper of need for Accessible Housing.

Policy H9: Minimum space standards was introduced reflecting national policy and an SPD on space standards is in the process of being prepared.

The Age Friendly Leeds team (and Board) have, working with planning, established an indicator on the percentage of new developments built to category M4 (2) standard of accessibility, as set out in the Core Strategy. This is to be included as a Key Performance Indicator (KPI) for the Age Friendly priority of the Best Council Plan.

An existing Core Strategy policy unaltered through the review, Policy H8: Independent

Living supporting development through mixed use schemes and standalone development including sheltered and other housing schemes aimed at the elderly or disabled people.

Site Allocations Plan (SAP) adopted July 2019 Housing Policy HG4: states that the SAP identifies site allocations in the plan which are particularly suitable for older persons housing/ independent living.

**Position Status** - *This is to be formally agreed by the Scrutiny Board*

City of Leeds

Strategic Housing Market Assessment (SHMA)

Sub-area report – vital statistics:

**Outer West**

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Leeds City Council

This document is an analysis of housing needs for the Outer West Housing Market Character Area (HMCA). The document is part of the SHMA for the City of Leeds 2017, which provides context and background for this HMCA.

January 2020

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DRAFT

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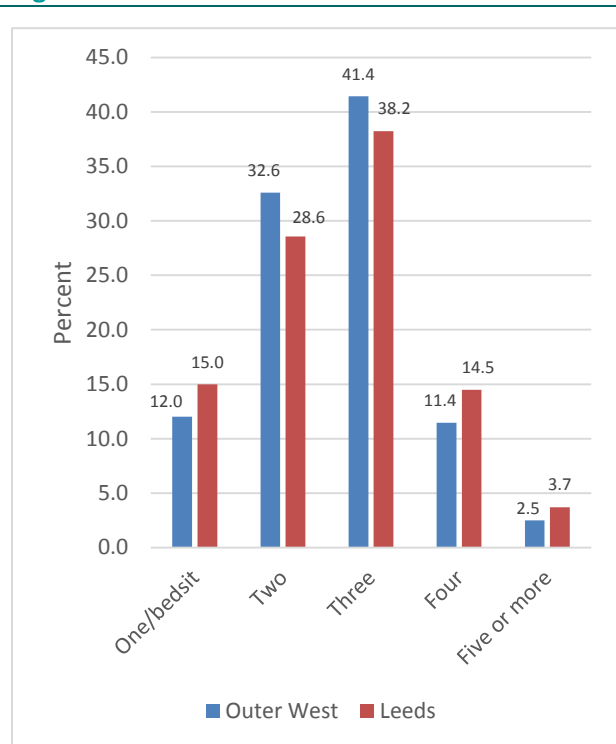
*Directors - Helen Brzozowski – Michael Bullock*

## 1. What are the area's 'housing vital statistics'?

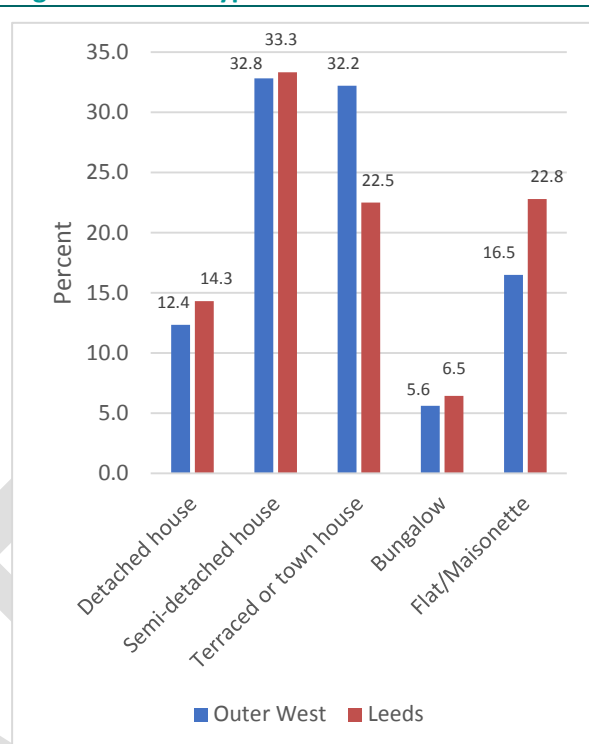
- 1.1 According to council tax records in 2016, there were 50,775 dwellings in the Outer West sub area of which 298 were second homes and 1,252 were vacant. The Outer West sub area is home to approximately 84,000 people – around 11% of Leeds City's population (ONS 2016 mid-year population estimates).
- 1.2 Figures 1-4 summarise the main vital statistics for the area; the headline information in comparison to the city average shows that there is a:
- mix of homes that is close to the average across the city with most homes having 2 or 3-bedrooms. There are slightly more homes with 2-bedrooms (33% to 29%) and 3 bedrooms (41% to 38%) homes than the average, and slightly fewer homes with 1 bedroom (12% to 15%) and 4 bedrooms or more (11% to 14.5%);
  - higher proportion of houses (77% compared to 70% city wide), including a higher proportion of terraced houses (32% compared to 22.5% city wide) and a lower proportion of flats and maisonettes (16.5% compared to 23% city wide);
  - slightly higher proportion of home owners (63% compared to 57% city wide) and a slightly lower proportion of people renting from a private landlord (15% compared to 19% city wide) and a similar proportion renting from a social landlord (21% compared to 22% city wide);
  - mix of ages similar to the city average, with a slightly lower proportion of the population aged under 40 years (28% compared to 32% city wide).
- 1.3 Figure 5 shows that the area houses a mix of households close to the average for the city as a whole, but with a slightly higher proportion of younger single people, couples with children, and lone parents; a slightly lower proportion of younger couples without children, and a similar proportion of single people and couples aged over 65.
- 1.4 Overall, the housing mix and the mix of households living in the housing in the sub area, is very similar to that for the city as a whole, but with a slightly higher proportion of medium sized, terraced and semi-detached homes, occupied by slightly more homeowners, families and older households.

## Vital statistics

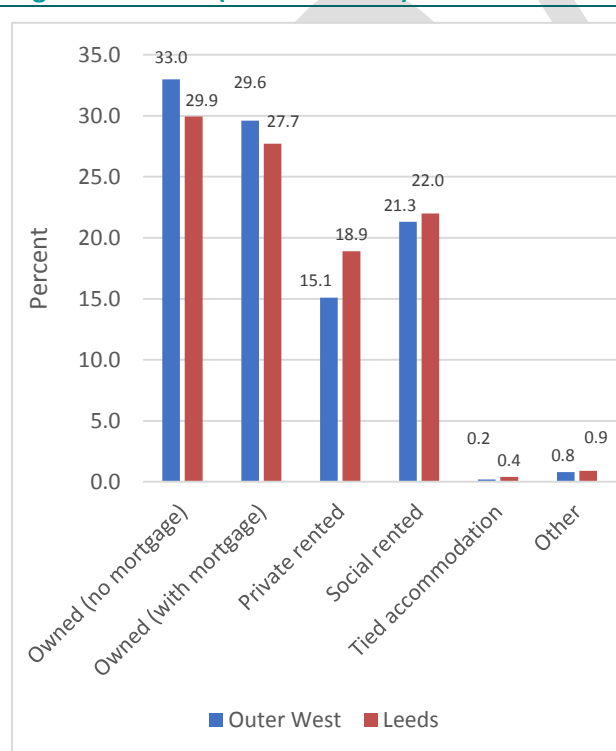
**Figure 1: Number of bedrooms**



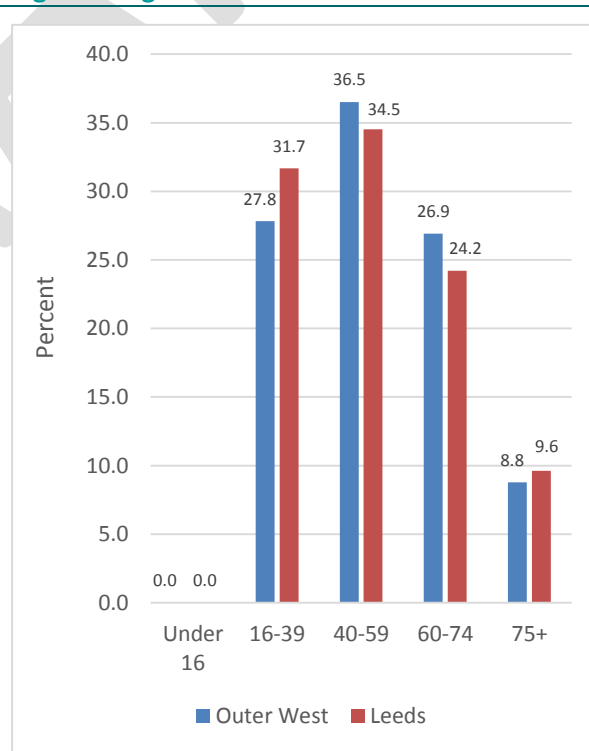
**Figure 2: House type**



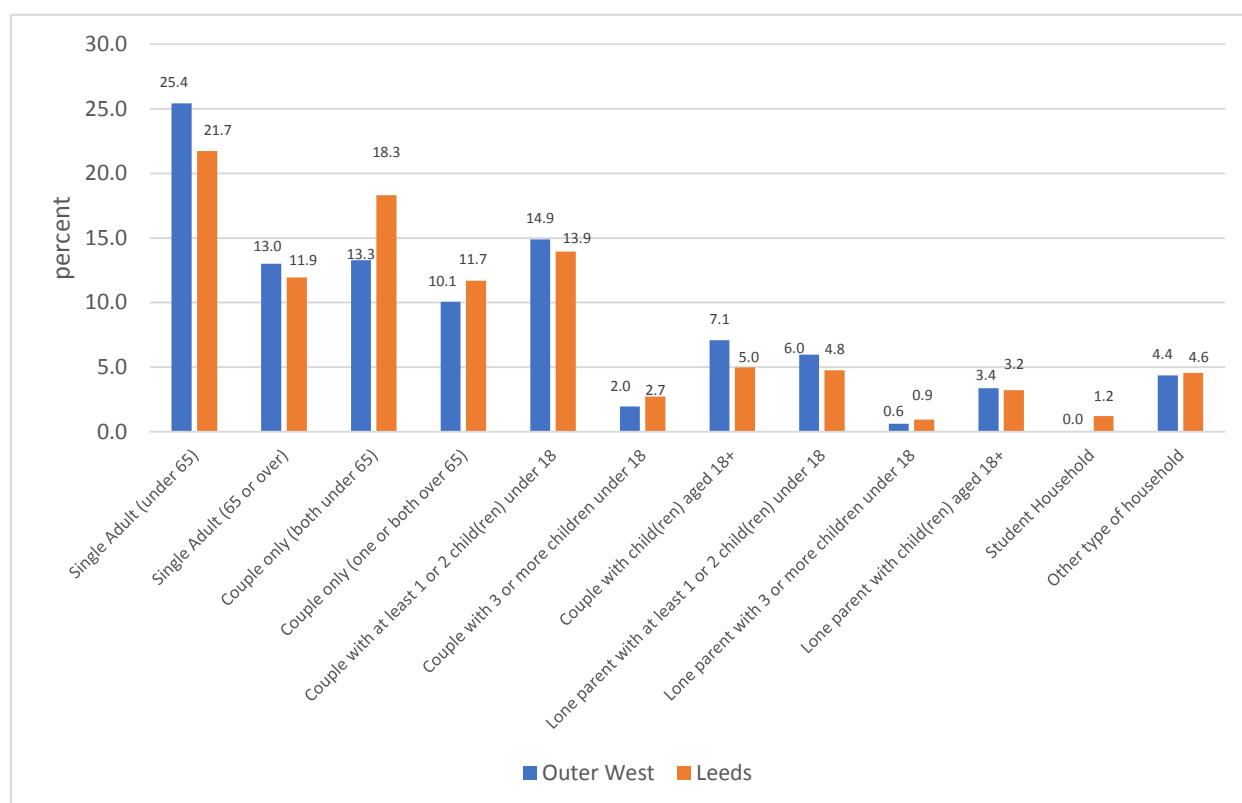
**Figure 3: Tenure (all households)**



**Figure 4: Age of HRP in broad bands**



Source: Household Survey 2017

**Figure 5 Household characteristics**

Source: Household Survey 2017

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## Core Strategy (as amended 2019) Policy H4 – Accessible Housing Standards

### Accessible housing

- 5.2.40.8 Changes to national planning policy and the Building Regulations in 2015 enable Local Authorities to require the provision of accessible dwellings as part of new residential developments to meet the needs of residents. In Leeds there is an evidenced need for housing which is suitable for disabled people, older people and families with young children. The provision of dwellings which meet the optional accessible housing standards provided in Part M volume 1 of the Building Regulations can help meet this need.
- 5.2.40.9 The optional accessible housing standard M4(2) 'accessible and adaptable dwellings' contained within Part M volume 1 of the Building Regulations provides a higher level of accessibility and adaptability than standard dwellings ('standard dwellings' are those which meet the requirements of M4(1) of Part M volume 1 of the Building Regulations). The optional accessible housing standard M4(3) 'wheelchair user dwellings' provides a standard for dwellings which are accessible for wheelchair users or can easily be adapted to be suitable for wheelchair users.
- 5.2.40.10 15.8% of households in Leeds contain 1 or 2 members with a disability, 23.2% contain a member aged 65 years or over and 11.8% contain a child aged 4 years or younger, 3.3% of households contain a wheelchair user who requires adaptations to their home to ensure it is more accessible for them now or anticipate they will need adaptations in the next 5 years (SHMA Household Survey 2017). All of these residents could benefit from the design features of M4(2) accessible and adaptable dwellings, or M4(3) wheelchair user dwellings.
- 5.2.40.11 Under the Building Regulations the housing standards contained within Part M volume 1 only apply generally to new-build dwellings. The Building Regulations define student accommodation as hotel accommodation in relation to Part M, with accessible hotel accommodation, and therefore student accommodation, is covered by Part M volume 2 of the Building Regulations. For this reason, planning policy requirements for accessible housing do not apply to purpose built student accommodation.
- 5.2.40.12 M4(3) of Part M volume 1 of the Building Regulations 'wheelchair user dwellings' provides 2 standards:
- wheelchair adaptable dwellings,
  - wheelchair accessible dwellings.

Wheelchair adaptable dwellings are homes that are designed to be easily adapted to meet the needs of wheelchair users. Wheelchair accessible dwellings are homes which are readily usable by wheelchair users at the point of completion, and provide all the necessary fixtures and fittings specified by the standard. National policy states that planning policy requirements for wheelchair accessible homes should only be applied to those dwellings where the local authority is responsible for allocating or nominating a person to live in that dwelling. Unless the Local Authority has this responsibility, wheelchair user dwellings required by this policy should be M4(3) wheelchair adaptable

dwellings. In most cases it is expected that market housing for sale and specific affordable dwellings provided through planning requirements will be wheelchair adaptable. Only where Leeds City Council is nominating a wheelchair user as an occupier will wheelchair accessible dwellings be required.

5.2.40.13 Where M4(2) and M4(3) dwellings are to be provided within the same block or share the same approach route, the approach route and block communal arrangements from the highest category of dwelling served should be provided.

5.2.40.14 Where the size of development means that the percentage requirements for M4(2) or M4(3) dwellings generate less than 1 dwelling, if the figure generated is 0.5 of a dwelling or more this should be rounded up to 1 dwelling, if it is below 0.5 then the dwelling does not need to be provided.

5.2.40.15 To provide choice for people who require accessible housing, the breakdown of size, type and tenure of M4(2) and M4(3) dwellings should reflect the breakdown of housing proposed overall as closely as possible, unless there is evidenced need for additional accessible housing in one particular tenure.

5.2.40.16 Whilst dwellings in accordance with the optional accessible housing standards should be agreed in terms of their size and form on submitted drawings, the provision of accessible housing should be secured via planning condition. This allows the building control body to check dwellings compliance against the provisions of the applicable optional building regulations standards (M4(2) or M4(3)).

5.2.40.17 Planning conditions should specify:

- Which and how many dwellings within the development are required to satisfy M4(2)\* accessible and adaptable dwellings standards
- Which and how many dwellings within the development are required to satisfy M4(3)\* wheelchair adaptable dwellings standards
- Which and how many dwellings within the development are required to satisfy M4(3)\* wheelchair accessible dwellings standards

\*contained within Part M volume 1 of the Building Regulations

5.2.40.18 Applicants may choose to demonstrate via individual viability appraisals that there are exceptional site circumstances which mean the accessible housing requirements cannot be met on specific schemes. In such cases, where evidence in accordance with the National Planning Guidance principles for carrying out a viability assessment is submitted, a departure from Policy H10 may be justified.

## **POLICY H10: ACCESSIBLE HOUSING STANDARDS**

New build residential developments should include the following proportions of accessible dwellings:

- 30% of dwellings meet the requirements of M4(2) 'accessible and adaptable dwellings' of Part M Volume 1 of the Building Regulations.
- 2% of dwellings meet the requirement of M4(3) 'wheelchair user dwellings' of Part M volume 1 of the Building Regulations. Wheelchair user dwellings should meet the M4(3) wheelchair adaptable dwelling standard unless Leeds City Council is responsible for nominating a person to live in the dwelling.

Where the scale of development would generate more than one accessible dwelling, the mix of sizes, types and tenures of M4(2) and M4(3) dwellings should reflect the mix of sizes, types and tenures of the development as a whole as closely as possible (unless the applicant can demonstrate an evidenced need locally to provide accessible housing in dwellings of a particular size, type and / or tenure. Locally will normally mean the Designated Neighbourhood Area, or where this is not defined, will mean relevant settlement, or ward if the site lies within the main urban area).

The required number, mix and location of accessible dwellings should be clearly illustrated on drawings and via planning condition.

Departures from this policy should be justified by evidence of viability considerations.

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Report author: Stephen Blackburn  
Tel: 0113 37 84571

## Report of Director of Resources and Housing

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

Date: 19<sup>th</sup> February 2020

### Subject: Smart Cities: Delivering a sustainable City in the Digital Age - Update

|                                                                                                                                              |                                                                     |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Are specific electoral wards affected?<br>If yes, name(s) of ward(s):                                                                        | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Has consultation been carried out?                                                                                                           | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?                                                              | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Will the decision be open for call-in?                                                                                                       | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, access to information procedure rule number:<br>Appendix number: | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |

## 1. Purpose of this report

- 1.1 To provide an overview of the smart cities agenda and an update on the Council's Smart Leeds programme.
- 1.2 To recommend a strategic approach that will build on the foundations of Smart Leeds to ensure the city maintains its place as one of the UK's leading smart cities.

## 2. Background information

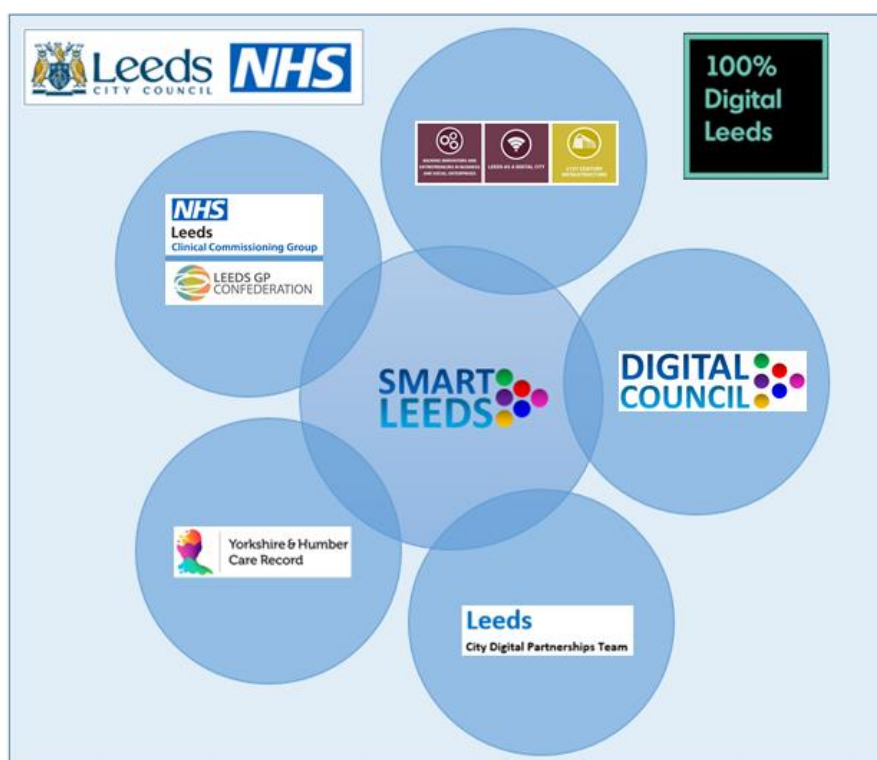
- 2.1 A 'smart city' is a place that maximises the potential of all of its assets: people (skills, endeavour), information and data (from all parts of the city), businesses and things (devices, technology) that when combined are more than the sum of its parts.
- 2.2 The world's most successful cities have smart programmes. London has been ranked by Forbes as the world's smartest city<sup>1</sup> in 2019 due to its attractiveness to tech start-ups, innovation and data publication. Leeds has signed a declaration to

<sup>1</sup> World's Smartest Cities 2019 (Forbes)

<https://www.forbes.com/sites/iese/2019/05/21/these-are-the-smartest-cities-in-the-world-for-2019/#49d7ea891429>

work increasingly closely with London to share best practice and collaborate on projects that benefit both cities.

- 2.3 A smart city is where citizens, voluntary, public and private sectors co-operate to achieve sustainable city outcomes and increase economic competitiveness. The ability to share and exchange information across a whole city system will both contribute to better lives and outcomes for the people of Leeds.
- 2.4 An example of a smart city application would be where data is collected that monitors the humidity, temperature and CO2 levels in a person's home. Combined, this data would help the Council to manage its properties better and improve outcomes for tenants, especially those living in fuel poverty or those with health conditions such as COPD.
- 2.5 The diagram below shows the Digital and Information Service (DIS) ecosystem and how Smart Leeds is central to the expanding scope of work that the service oversees.



- 2.6 Under the leadership of the council's Chief Digital and Information Officer, the last two years have been significant in progressing the council's smart cities agenda that focuses on ensuring the council and its partners can get the most value from technology and data. DIS has a whole-system view of Leeds, spanning service boundaries, and focuses on achieving the best outcomes for Leeds. It is therefore best placed to ensure that:
- We collect the right data and that it is understood and utilised in the best way to aid data-led decision making, resulting in targeted services and improved outcomes.
  - New applications that are procured by Council services can be linked up. Traditionally, tech companies have restricted access to their platforms meaning that any updates need to go through them, leading to higher costs and less innovation.

- Managers consider digital when delivering their services, which might not just benefit their service but also others in the organisation. For example, the new LED street lights include a standardised socket that allow additional devices such as air quality sensors or car counters to be fitted.

2.7 Leeds is regarded as a forward thinking, innovative city that is ahead of the curve. In 2019 the Council and employees were recognised by winning awards including Digital Leaders Regional Champion and Digital Council of the Year, Smart Cities UK Digital Leader of the Year, BEM for services to Libraries and Digital Inclusion and Women in IT Excellence for TechMums.

## 2.8 SMART CITY PRIORITIES

The Smart Leeds programme focuses on the following priority areas. The Smart Leeds Commitments document (Appendix 1) provides more detail about ongoing and future projects. Here are some examples of key work that is taking place:

### 2.8.1 Health and Wellbeing

Smart Leeds has a role to play in the “left shift” towards increased self-care and prevention that can lead to earlier intervention that costs less and results in better outcomes for patients and citizens:

- **DEVELOPMENT: *Helm*** is a solution that will help citizens make more informed decisions about their wellbeing choices through access to their health and care data. (Project in development)
- **ACTIVE: *CareView*** is an app to help front line community staff (e.g. social workers) to identify instances of social isolation and target resources in the right places.
- **ASPIRATIONAL: *Smart speakers*** (e.g. Alexa) could support those living with dementia or enable people to live in their own homes for longer. The Council is undertaking discovery work to review how these could support existing care plans.

### 2.8.2 Travel and Transport

As the city grows in size and population, we need to look at how technology can assist people to get around the city/region and promote sustainable methods of transport:

- **ASPIRATIONAL:** The Council is supporting WYCA to introduce a ***Multi-modal Transport*** app that enables people to buy a single, cheaper ticket if it comprises multi-modal journeys.
- **ASPIRATIONAL:** A ***Smart Cycling*** app that uses location data from cyclist’s phones to prioritise their use of the highway over cars (similar to bus priority lanes) is being investigated that could improve journeys and the take-up of cycling.
- **ASPIRATIONAL:** Extensive publication of ***traffic data*** that will be used to better understand traffic flows and the impact of road closures on other parts of the network.

Some of these are also designed around influencing a change of behaviour in the way people travel to modes that are greener and contribute to better flow.

#### 2.8.3 Housing Standards and Growth

The Council is the largest landlord in the city. Through the use of technology and better use of data, it will lead by example and encourage improved standards of homes across the city:

- **DEVELOPMENT:** The ***Council House of the Future*** programme is reviewing how technology can assist with the housing management and improve tenants' experience, health and wellbeing. If successful, these capabilities could be made available to privately owned homes too.
- **ACTIVE:** The government-funded ***GovTech Catalyst*** programme is focusing on how sensors can help improve the quality of Council homes and tenants' health.
- **ACTIVE: *Free Wi-Fi*** is being trialled in a number of Council tower blocks that is contributing to improving digital inclusion by helping people get the most out of being online such as reducing their energy bills or finding employment.

#### 2.8.4 Climate Emergency

Improved data collection and the use of new technology can assist with a better understanding of the environment and lead to improved decision making and behaviour change:

- **ACTIVE:** The introduction of low energy ***LED street lights*** will reduce energy usage and CO2 emissions. Smart dimming technology will enable further savings.
- **ACTIVE:** A project is looking at how the Council can promote the use of technology and sustainable modes of transport to reduce ***in-work travel ('grey miles')***.
- **ASPIRATIONAL:** Messages can be sent to citizens to alter their travel arrangements based on real-time ***air quality and weather sensor data***.

### 2.9 FOUNDATIONS

It's important to have the foundations in place in order to assist with the delivery of these priorities and underpin the Smart City. Significant work is taking place in a number of areas, namely:

#### 2.9.1 World Class Connectivity

To assist the Council in delivering the best services, provide full fibre connectivity to both urban and rural areas, and to attract inward investment/enable business to thrive, it's important that Leeds has world-class connectivity:

- A procurement exercise is nearing completion which will result in the Council working with a partner to roll out full fibre connectivity to 1,400 public sector buildings.
- A district-wide LoRaWAN network will support smart street lighting network will also enable other sensors (e.g. air quality and footfall) to be deployed anywhere.

A fuller update on this scheme is provided in the Digital Inclusion paper on this agenda.

### 2.9.2 Data and Joined-up Analytics

New technology offers the opportunity to collect data more easily and allows it to be combined with data from other sources to provide a holistic understanding of services:

- The Council manages one of the largest open data (publication of non-personal data) platforms in the UK, **Data Mill North**, which has facilitated the creation of numerous apps and websites including Social Housing Picker and Leeds Bins.
- The Health and Care Hub (a joint team between LCC Public Health, NHS Leeds CCG and Adult Social Care) have developed the Leeds Data Model, a whole system analytical platform that provides greater insight into Population Health in Leeds to inform better commissioning decisions and targeted interventions.
- **RAIDR** is an innovative tool that is enabling the smoother flow of patients across the system and shows real time information on availability of spaces across different care settings.
- Work has commenced to review how the Council better manages data. A next-generation **Data Platform** must improve the publication of open data, improve data sharing between partners and improve the presentation of data through charts and visualisations to make it more understandable to more people.

This is an area where more work is required to get services and partners to contribute more data into the data platform and take a more joined up approach to analysing data to provide greater insights and value.

e.g. (i) Through a combination of data from different sources, other authorities are processing automatic entitlements for people who may not ordinarily apply. E.g. school clothes entitlement, free bus passes.

e.g. (ii) Through a combination of more data on all highway and building schemes and plans across the city by the Council and importantly partners, future city models could be developed to demonstrate the impact and inform more coordinated approaches and synergies.

*\* These examples are not straight forward to deliver but are here to exemplify what could be done.*

### 2.9.3 Digital Inclusion (100% Digital Leeds programme)

It's critical that our citizens and workforce have the capabilities to ensure that they are not excluded in what is becoming a digital world:

- A **£100,000 grant scheme** is providing support to community groups to improve digital skills through training, connectivity and equipment.
- **Free council Wi-Fi** has already been rolled out to 10 community buildings with a further 10 due to be completed by June, enabling more people to get online.
- The **largest tablet lending scheme in UK** is providing people with the technology and support to get the most out of being online.

A fuller report is provided as part of an ongoing inquiry on the agenda of this board.

### 2.9.4 Collaboration

The Smart Leeds programme is a 'council-led' programme rather than simply a council one. It's important that we leverage the skills and resources from

individuals and organisations outside of the Council to assist with the delivery of our objectives.

- The Council collaborates with co-working spaces such as **ODI Leeds** and **Co>Space North** on its Innovation Labs to solve city problems. These have resulted in solutions such as CareView that is identifying instances of social isolation and Leeds Adult Learning which is helping adults to improve their skills.
- The Council continues to support **Leeds Digital Festival**, the largest digital festival outside of London, which attracts increasing numbers of participants from the digital community.
- The creation of a **Living Lab** is being investigated which will provide a neutral space where new technology can be trialled that will assist the Council with developing business cases for wider roll out.
- To learn from others, share expertise and avoid duplication, the council is linked up and contributes to forums and groups such as **UK Councils Smart City Advisory Group**, **Eurocities** and **Open and Agile Smart Cities**.

### 3 Main issues

3.1 In addition to the Full Fibre Connectivity and 100% Digital Leeds programmes that are reported to this Board separately, it's important that as an organisation we improve on the collection, management and utilisation of data. The focus of the Smart Leeds programme over the forthcoming year is on:

- Improved data usage and collection
- Utilising of Internet of Things (IoT) devices
- Increasing collaboration to deliver improved outcomes
- Measuring success

These four areas have been expanded on below:

#### 3.2 Improved data usage and collection

3.2.1 Leeds is often seen as a leader in the publication of open data, that is, non-personal and non-commercially sensitive data and has regularly been asked to contribute to Local Government Association discussions on the issue. Publication helps the council be more transparent and enables the developers to reuse the data in their own apps and websites.

3.2.2 In the 6 years since the introduction of the Data Mill open data website, technology has improved which could assist the Council in delivering services and managing data. To derive the best value from Council data we need to invest in a next-generation city data platform that can:

- Improve data-led decision making using 'real-time' data
- Improve sharing of data
- Provide a better understanding of data using visualisations
- Reduce FoI requests
- Increase reuse by parties outside of the Council
- Offer better insights into our communities

Discovery work is currently being undertaken to identify initial use cases that will be used to provide value, identify functionality requirements, data sources, users and the costs of build and deployment. This work is expected to be completed by the end of March 2020 and recommendations will follow early in the new financial year.

- 3.2.3 New technology enables us to collect increasing amounts of data in new ways. This does, however, bring about new data governance and ethical challenges such as where and how the data is stored, who has access to it and what it will be used for. The Information Governance team is therefore producing a framework that will focus on the emergence of new technology and how we will ensure that the collection of data is done appropriately and ethically. DIS, service users and potential suppliers will be required to provide specific information about the technology and how the data will be managed/used to provide evidence that data concerns have been considered and acted upon.

Leeds City Council and the Greater London Authority both recognise that new technology offers many opportunities and that we can benefit from working together to shape a standardised approach on how we collect and reuse data. Both parties have therefore signed a Smart Cities Joint Declaration (Appendix 2) through which we have committed to working on areas such as the ethical use of data, understanding how artificial intelligence can improve services and digital literacy.

### 3.3 Utilising Internet of Things (IoT) devices

- 3.3.1 As part of the Smart Street Lights deployment (i.e. new LED lights that can be dynamically controlled), an IoT Network is being installed across the metropolitan district. This will not only manage the lights but also enable the deployment of new devices (IoT) for the collection of data in real time, including:

- Air quality (to understand poor air quality 'hot spots')
- Road temperature (for efficient road gritting)
- Damp monitoring (improve social housing standards)
- Gulley monitoring (identify gullies that are becoming blocked)
- Adult Social Care (support people to stay in their own homes for longer)
- Footfall counting (improved town/city centre management)
- Vehicle counting (improved real time traffic monitoring)
- Infrastructure monitoring (understanding bridge/road stability)

- 3.3.2 Added value comes when datasets are combined, for instance, linking air quality, vehicle count and Met Office data. Climate Change colleagues could use this to deliver real time messages through text or apps to influence behaviour change (e.g. use public transport rather than their car).

- 3.3.3 Services will be able to use this data to monitor conditions and assist them with decision making. For example, daily reports enable Housing Leeds to target homes that have recently fallen below a 'damp threshold' meaning that tradespeople can be deployed in the right places to investigate.

- 3.3.4 Discovery work is currently taking place to better understand the technical requirements of the network and how it might be deployed. This work is likely to conclude by April 2020 with the network build completed by summer 2020.

Delivering insights is one part of the solution, there is likely to be a need for services to change what they currently do as a result in order that benefits are fully realised.

### 3.4 Increasing collaboration to deliver improved outcomes

- 3.4.1 The Council's Innovation Labs focus on identifying a 'city challenge' and then working with a variety of stakeholders to co-design and produce citizen-focused innovative solutions. These have led to solutions such as Leeds Bins, Leeds Adult Learning and Social Housing Picker.

The Council must use its influence to gain the assistance from other actors in the city/region to help deliver its objectives. For example, early discussions are taking place with White Rose Office Park to develop a mini 'smart city' on their site that will be a demonstrator of how the innovative and combined use of technology and data can contribute to addressing the global challenges of health and wellbeing, the climate emergency, travel and transport, social inclusion, housing and security. Successful outcomes from projects will inform business cases for the wider deployment across Leeds and beyond.

### 3.5 Measuring success

It's important that we can track progress of the initiatives being delivered as part of the Smart Leeds programme. As outlined below, some indicators to monitor progress areas already exist. Smart Leeds will focus on how it can contribute to the success of these. Indicators in other areas are still being identified and, as smart cities is still an emerging concept, are likely to change:

#### 3.5.1 Health and Wellbeing

- Number of people signed up to Helm (new)
- Number of people identified using CareView (new)
- Number of people whose needs were met as a result of CareView (new)
- Reduction in health associated travel through the adoption of technology (new)

#### 3.5.2 Travel and Transport

No indicators have currently been defined by the Sustainable Transport team however the following data is being collected which will contribute to Smart Leeds projects focusing on sustainable travel.

- Council Metrocard usage (currently 22 in different buildings)
- Number of e-Bikes (currently 8)
- CarClub usage, Cycle to Work scheme, Taxi usage and Travel Surveys

#### 3.5.3 Housing Standards and Growth

- Reduced incidences of damp in council properties through the monitoring of environmental indicators (existing)
- Improved identification of those living in fuel poverty in council owned properties (existing)
- The scope of the 'Council House of the Future' programme is still being outlined and additional indicators will be identified once this work has completed.

#### 3.5.4 Climate Emergency

- Reduced carbon emissions across the city (existing)
- Number of households in fuel poverty (existing)
- Improved energy and thermal efficiency performance of houses (existing)
- Lower CO2 emissions from Council buildings and operations (existing)

#### 3.5.5 World Class Connectivity

- The Full Fibre Network is still at procurement phase and, as such, indicators are still to be defined. Further details of the scope and progress of the project can be found in the 'Powering up the Leeds Economy through Digital Inclusion' report, which is also submitted to this Board.

### 3.5.6 Data and Joined-up Analytics

- Number of council open datasets (new)
- Number of 3<sup>rd</sup> party open datasets (new)
- Number of Fol requests answered through the publication of open data (new)
- Number of IoT devices deployed and their uses/outcomes (new)

### 3.5.7 Digital Inclusion (100% Digital Leeds programme)

- Further details of the progress of the programme can be found in the 'Powering up the Leeds Economy through Digital Inclusion' report, which is also submitted to this Board.

### 3.5.8 Collaboration

- Number of Innovation Labs delivered and their outcomes (new)
- Number of city events and their reach (e.g. Leeds Digital festival) (new)
- Value of external funding secured and outcomes (new)

## 4 **Corporate considerations**

### 4.1 **Consultation and engagement**

- Smart Leeds has been considered, reviewed and approved by the appropriate council officer boards and Lead Member.

### 4.2 **Equality and diversity / cohesion and integration**

- Equality, diversity, cohesion and integration requirements are embedded in all planning processes for Smart Leeds.

### 4.3 **Council policies and the Best Council Plan**

- The outward-facing Smart Leeds programme is led by DIS which is able to take a cross-organisation view. It contributes directly to Health & Wellbeing, Inclusive Growth, Age Friendly, Sustainable Infrastructure and Housing strategies.
- The 'Leeds as a Digital City' strand of the Inclusive Growth strategy is underpinned by the Smart Leeds programme. In particular, delivering the 100% Digital Inclusion and Full Fibre Programmes as well as developing the environment for digital innovation to solve some of the city's difficult problems. A Smart City with these key foundations are a significant differentiator in terms of attracting inwards investment and enabling Leeds companies in the Digital age.

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

- The report supports the Council's values of spending money wisely, being open & transparent, and working as a team for Leeds.
- Management of the Smart Leeds programme is overseen by DIS and funded through a mix of existing budgets and external grants (e.g. GovTech, NHS Digital etc.) To improve the effectiveness of the programme and the wider activity of work, DIS is currently undertaking a Target Operating Model exercise to ensure resources are targeted in the right areas.
- There are many projects taking place across the Council that could be referred to as smart city projects (e.g. Smart Lighting, Council House of The Future, eBikes). In addition to leading on some of these projects, the Smart Leeds programme offers a co-ordinating role of raising awareness, identifying where linkages can be made to reduce silos and promote a whole-system approach to working.

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

- Decisions would not be subject to call-in and there are no specific legal implications or issues relating to access to information.

#### **4.6 Risk management**

- If Leeds does not have a co-ordinated smart cities approach, there is a risk that other cities may take the lead in this area and also the investment and talent. It's important that Leeds continues to champion its smart city credentials and promotes itself as an innovative city that welcomes cross-sector partnership and collaboration.
- Smart cities work needs to be increasingly co-ordinated across the council. It is important that all innovative work (e.g. procurement of devices that manage city operations, buildings, traffic, apps and analytics tools) is fed through the Smart Cities Steering Group. This approach was approved by the Executive Board in 2014 to avoid duplication and/or risk collaborative opportunities being missed.
- Use of new technology and collection and reuse of data needs to be managed carefully. The risk of not taking advantage of this new technology may result in increased costs and the targeting of services/resources in the wrong areas.

### **5 Conclusions**

#### **5.1 Improved data usage and collection**

Data is an increasingly important feature of how we deliver services. New technology allows us to better understand what is happening in our homes, communities and the wider city. Understanding where we need to deliver services and having the ability to be proactive can lead to reduced costs and improved outcomes. It's important however that as an organisation we have the right tools and skills and that we have the right governance in place to ensure we manage and

process this data in the right way.

## 5.2 Utilising Internet of Things (IoT) devices

The installation of the new Smart Street Lighting Network will also enable other devices such as air quality and flooding sensors to be deployed. These use cases will need to be considered on a project-by-project basis to ensure that the right devices are procured that improve outcomes. DIS will work closely with services and Information Governance as this technology becomes more mainstream to ensure standards and governance procedures are adhered to.

## 5.3 Increasing collaboration to deliver improved outcomes

It's important that the Council uses its influence to take advantage of the skills and resources that exist in other sectoral organisations. The universities are increasingly looking to the Council for data sources to assist academics with their research, which in turn is providing added insight for the Council. Private sector organisations are increasingly wanting to work with the Council to test their new technology in a 'real world' environment (e.g. on buildings or lamp-posts). Working with these companies could provide the Council with useful information that could assist with business cases focusing on the wider city deployment of technology.

## 5.4 Measuring success

It's important that we're able to monitor the success of the Smart Leeds programme and that the projects that are delivered under this banner are leading to improved outcomes and/or lower costs. It is recognised that the indicators outlined in this report are a first step to monitoring progress and that these will need to be further defined/amended as the programme matures.

# 6 **Recommendations**

- 6.1 Support the work to improve data usage and collection through investigating how a next-generation city data platform will enable the Council to derive more value from data and through working collaboratively with cities such as London on shared data models which will review standards and information governance.
- 6.2 Endorse the approach of working increasingly with partners from all sectors (e.g. universities, other councils, tech companies) to continue to promote Leeds as one of the UK's leading smart cities by testing and trialling new technologies that can lead to improved outcomes for citizens.
- 6.3 Support the work to review how IoT devices can assist with understanding the city environment to improve decision making, and work on use cases that enable the testing of these devices that can assist with business cases and city wide deployment.
- 6.4 Approve the introduction of indicators to track progress and suggest changes or where additional ones should be included. These indicators will be review annually to identify if the correct ones have been identified and are delivering better understanding of progress.

## **7 Background documents<sup>2</sup>**

7.1 None

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<sup>2</sup> The background documents listed in this section are available to download from the council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

## APPENDIX 1 SMART LEEDS COMMITMENTS (1/4)



**SMART  
LEEDS**   
**COMMITMENTS**

 [datamillnorth.org/smart-leeds](https://datamillnorth.org/smart-leeds)  
 @SmartLeeds

## APPENDIX 1 SMART LEEDS COMMITMENTS (2/4)

### OUR CITY

With nearly 800,000 residents and over 29m visitors annually, Leeds is the third largest city in the UK.

Through our Inclusive Growth Strategy, we're shaping a compassionate city that has a strong economy benefitting everyone, where people and businesses grow, and where inequality and deprivation is reduced.

Our mission is to be the 'best city for digital'. Through Leeds City Council's Smart Leeds programme we will deliver new and innovative services and solutions which improve citizens' lives.

We will promote Leeds as a city 'test bed' where innovation is embraced, and build on existing foundations which have made Leeds a city where people want to invest, visit, live, study and stay.

### FOUNDATIONS

It's important that we get the basics right.

To build the 'smart city', we need; the best digital infrastructure; to ensure people have digital skills; to promote the publication and reuse of open data; to make informed data-led decisions; and to work collaboratively across all sectors.

These are the foundations upon which we will build a smarter Leeds.



### WORLD CLASS CONNECTIVITY

**WE ARE** working with government and private sector suppliers to ensure people and communities have access to the best possible broadband speeds.

**WE ARE** exploring all opportunities for Leeds to become a test bed for 5G and Small Cells.

**WE ARE** building a district-wide Long Range Wide Area Network which will bring about Internet of Things opportunities.

**WE ARE** equipping more community buildings with free council wi-fi.

**WE WILL** work towards equipping all council houses and flats with access to the lowest priced broadband.

**WE WILL** deliver Full Fibre broadband to public buildings across the district to speed up the further roll out to residential and commercial premises.



### IMPROVING DIGITAL SKILLS AND CAPABILITY



**WE ARE** delivering the 100% Digital Leeds programme, increasing the capacity of the third sector to give residents the skills they need to improve their lives through digital.

**WE ARE** building the UK's largest and most successful tablet lending scheme to give third sector organisations the equipment and connectivity they need to pilot new approaches to digital inclusion.

**WE ARE** helping community groups to deliver digital inclusion at a hyper-local level through a £100k grant scheme.

**WE ARE** installing free wifi in more community locations.

**WE ARE** creating a network of Digital Champions who promote the benefits of digital inclusion, signpost people to training and support their neighbours, communities and colleagues.

**WE ARE** working with Good Things Foundation and encouraging organisations to join the Online Centres Network, which works to tackle digital and social exclusion.

**WE ARE** hosting events and workshops for community groups, bringing organisations together to raise awareness and expand the digital inclusion network across Leeds.

### COLLABORATION AND TECH FOR GOOD



**WE ARE** working collaboratively across all sectors to create and deliver new and improved services.

**WE ARE** working closely with partners to realise the benefits of what open data can do in aligning to our smart city priorities.

**WE ARE** promoting the 'tech for good' movement where new innovation brings about positive impact and change to people and communities.

**WE ARE** working closely with the hospitals and universities to promote, influence and take advantage of the city's new Innovation District and Living Lab.

**WE ARE** working with stakeholders from a variety of backgrounds to create innovative solutions to city challenges through our award winning Innovation Labs process.

**WE WILL** investigate the creation of a city Living Lab to test new innovation prior to large scale deployment.

**WE WILL** extend our public engagement work to ensure more citizens are involved to make sure citizens are involved at every stage.

### OPEN DATA AND ANALYTICS



**WE ARE** working with other organisations in the city and across the North to encourage them to open up their data for the benefit of the city.

**WE ARE** working towards creating a Leeds Office of Data Analytics which will analyse and interpret data from a variety of sources to provide insight.

**WE ARE** working with city experts such as the Leeds Institute of Data Analytics who can interpret 'big data' which can help inform decision making.

**WE WILL** explore how Machine Learning and Artificial Intelligence can assist us with better data-led decision making.

**WE WILL** continue to develop and promote the Data Mill North brand across the region build on the progress made already with opening up council data and work towards being increasingly 'open by default'.

**WE WILL** increasingly use and make available spatial data which can help us better understand our communities and improve services.

## APPENDIX 1 SMART LEEDS COMMITMENTS (3/4)

### PRIORITIES

Leeds is one of the most popular and fastest growing cities in the UK bringing about benefits, opportunities and challenges.

A growing population is adding to existing housing shortage pressures, increased traffic on our roads continues to be a problem, and an increasingly ageing population means extra pressures on our health and social care system.

Furthermore, we recognise that as one of the largest cities in the UK, we have a duty to clean up and protect our environment for future generations.

With 3 world-class universities, NHS Digital, NHS England, one of the fastest tech sectors in the UK, ODI Leeds and CoSpace North and the UK's only internet exchange north of London, Leeds is well placed to face these challenges head-on.

Housing Standards and Growth, Travel and Transport, Climate Emergency, and Health and Wellbeing are our main priority areas.

That's not to say we're not doing lots elsewhere because we are; these areas however offer the greatest opportunities to positively impact on all of our lives and improve the health of the poorest, the fastest.

We see technology and innovation as an enabler to helping us deliver new and innovative services to those who live, study, work and visit our great city.

Ours is a collaborative approach. Leeds is bursting with skills, enthusiasm and a can-do approach. Bringing the right people together will enable us to ensure our city continues to grow and provide the best opportunities for all.



“

*Local government in Leeds has shifted and it's about enabling better outcomes for people and business, rather than an inward focus on service efficiency.*

”

Dylan Roberts, CDIO, Leeds City Council

### HOUSING STANDARDS AND GROWTH



**WE ARE** promoting the 'Leeds Standard' as the sustainable standard for all new homes to be built to.

**WE ARE** investigating how smart sensor technology can help us manage our housing stock more efficiently.

**WE ARE** working with government and the private sector to investigate how technology can help us manage our council houses and improve health outcomes.

**WE ARE** continuing to work with residents to ensure they understand the roll out of the online-only Universal Credit system.

**WE ARE** delivering free and low cost wi-fi to some council flats and community buildings.

**WE ARE** using data about housing in the city to target cost effective carbon reduction measures focusing particularly on the council's portfolio of homes.

**WE WILL** identify smart ways of assisting council tenants to report repairs and contact the council for assistance.

**WE WILL** work with council tenants to ensure they're prepared for the roll out of the online-only Universal Credit system.

### TRAVEL AND TRANSPORT



**WE ARE** investigating how smart sensors can assist drivers with finding the nearest parking spaces.

**WE ARE** redesigning city centre routes to promote sustainable travel and improve air quality.

**WE ARE** improving the East Leeds Orbital Ring Road which will involve installing gigabit fibre broadband to improve traffic management.

**WE ARE** bringing West Yorkshire's urban traffic management & control centre under one roof to improve traffic flows across the region.

**WE ARE** investigating how 'demand responsive travel' can enhance the existing public transport offer.

**WE ARE** developing our signal control technology to rebalance traffic light priorities towards sustainable transport modes.

**WE WILL** promote the city centre as a 'walkable city' using technology to highlight activities, increasing dwell time and spend.

“

*If we can use information, data and artificial learning to target our resources more intelligently, it could have a massive benefit.*

”

Adam Crampton, Housing Leeds

## APPENDIX 1 SMART LEEDS COMMITMENTS (4/4)

“

*Leeds has a strong history of innovation. Providing information and data to people about their own health and wellbeing will help them take control of their own lives.*

”

Mick Ward, Adults & Health

### HEALTH AND WELLBEING



**WE ARE** promoting the use of open data and data analytics to improve health and wellbeing outcomes.

**WE ARE** leading with healthcare partners across the region to deliver Local Health and Care Record Exemplar programme.

**WE ARE** working closely with health colleagues, universities major digital companies and SMEs to investigate how technology can deliver better outcomes through innovative health and social care solutions.

**WE ARE** continuing to develop and promote the Personal Health Record, Helm, providing patients with the ability to manage their own health data that will span Yorkshire and Humber.

**WE ARE** working with Public Health and communities to develop the CareView app for the city to address social isolation.

**WE ARE** working with the health sector to promote the Leeds Care Record providing a joined-up approach to sharing health data.

**WE ARE** ensuring the digital inclusion work has a strong focus on people with health, care and support needs.

**WE ARE** investigating how we can bring together community open data from a variety of different organisations and sectors into a single repository to reduce duplication and promote common standards; providing the end user with a single, accurate and trusted source, no matter where they land.

**WE WILL** investigate and test how new generic digital products, such as wearables, Internet of Things, smart speakers etc. can assist people to better manage their health and care and to tackle social isolation.



### CLIMATE EMERGENCY

**WE ARE** introducing a new Clean Air Zone to improve the city's environment and bring about health benefits for all.

**WE ARE** collecting city centre air quality data which will be used as part of a Leeds Beckett University Heat Island Effect study to help us better understand the urban environment.

**WE ARE** the lead local authority for hydrogen conversion in the country with a vision that Leeds could be one of the first cities in the UK to convert to 100% hydrogen.

**WE ARE** installing Leeds PIPES – the city's flagship District Heating Network.

**WE ARE** replacing all street lights with LEDs and introduce more part night operation into a further 8,000 lights that will eventually result in a carbon saving of approximately 8,823t CO2 per annum.

**WE ARE** working towards upgrading the entire council 350-strong vehicle fleet to electric, the largest local authority electric fleet in England.

**WE ARE** investigating how we can reduce in-work travel to help reduce the city's CO2 emissions.

**WE WILL** look into how Internet of Things devices can help us improve our environment.

#### CONTACT US

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## **APPENDIX 2 CITY-TO-CITY SMART CITIES DECLARATION GREATER LONDON AUTHORITY AND THE CITY OF LEEDS (1/2)**

This Declaration is entered into as of 17 December 2019 by and between the Chief Digital Officer of London (London) and the Chief Digital and Information Officer of Leeds (Leeds). The purpose of this Declaration is to outline an understanding between London and Leeds in order to create a framework for collaboration in making, sharing and reusing digital technology for the benefit of citizens.

This Declaration affirms our collective ambition for city services in the digital age, and our commitments to realising it. It commits us working together to build our respective capabilities to design services and new business models that best meet the needs of citizens; offer the flexible tools and services; protect citizens' privacy and security and deliver better value for money.

### **NOTES**

- 1) The digital era means never before has it been possible to collaborate so effectively, to deliver services across, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of citizens;
- 2) Leeds and London have a common perspective which is not just to look at how services can be transformed through digital, but to look at how the service model can be changed as a result of digital and in particular how better outcomes are achieved for people, places and businesses in our respective places and in some cases designing existing services out;
- 3) The growing role of city government in adopting digital technology and services to meet social, environmental and economic challenges faced by our citizens;
- 4) London and Leeds have both set out ambitions plans to mobilise our respective cities' people, assets and data to improve quality of life.

The CD/IOs of the two cities mutually set forth the following understandings:

### **1. COLLABORATION**

The parties will: share use cases, best practices and expertise in the field of digitalisation, data and artificial intelligence use; share experiences on code and collaborating on joint-platforms; enable city staff to exchange experience on identified work streams to grow in-house talent; explore possibilities to design a joint open-calls to meet common needs across two cities.

### **THE ACTIVITIES WILL FOCUS ON:**

**Data:** Collaborative working on future development of city data platforms (Data Mill North and London Datastore), specifically:

- Agree a shared set of design principles that will influence our decision making to help us choose the options and deliver solutions that will further the open data and sharing objectives we share. For example, this will include principles that will directly influence the procurement and selection of IT systems that have to make the data they hold openly available and consumable.
- Jointly work on a shared outline business case and value proposition for a City Data Platform that will consume data from data providers and orchestrate access to that from ecosystems that include private sector, public sector, academia and others.

## APPENDIX 2 CITY-TO-CITY SMART CITIES DECLARATION GREATER LONDON AUTHORITY AND THE CITY OF LEEDS (2/2)

- Jointly work on a technical requirements document for the City Data Platform that can securely provide sensitive and open data. (Next generation Data Mill North / London DataStore).
- Jointly provide a lobbying position on data strategy to government.
- Jointly consider and commission marketing and promotional material to data consumers.
- Jointly commission evaluation work to ascertain the value created from our platform.
- Jointly develop open data standards for data types in order to set these as a default for industry. For example, Local Waste Standard and FHIR profiles for Health.

**Data-visualisation:** Approaches across public services, 3D city modelling and developing an ecosystem of digital twins to enable more effective infrastructure planning and scheduling for our Cities into the future.

**Data ethics:** Joint working on the ethical use of data and artificial intelligence for better citizen engagement and improved services.

**Digital economy:** Co-creation of digital innovations between entrepreneurs and citizens, sharing learning from the Mayor of London's Civic Innovation Challenge and Leeds' Sustainable Innovation Lab

**Wider digital economy:** Actions relating to goals of our respective industrial strategies.

**Use case development and sharing:** A commitment to develop a standard consumable format for use cases and publish these openly. This could include the description of the use case, outcomes, data uses, and possibly a link to the code if there is any. (SHARE, AMPLIFY, DO).

**Digital literacy:** Joint approaches to digital literacy leading to 100% of citizens in Leeds and London taking up the basic digital skills that help them get the most out of being online.

**Digital connectivity:** Jointly lobbying government on full fibre connectivity to the home and the provision of accurate data by Ofcom and DCMS.

### 3. TERM

This MOU has an initial period of three years and may be renewed by mutual agreement between the parties. It may be terminated prior to its expiration by either party at any time without cause. In event of termination, the parties will promptly and orderly terminate any joint activity carried out under this MOU in a cost-effective manner.

### 4. GENERAL

Each city will commit resources and work with appropriate partners to scope out this work. They both agree to meet up on a regular basis in each city, and engage other local authorities and partners in their wider respective areas to contribute to the Leeds and London discussions.

This MOU is intended to set forth the understanding of London and Leeds concerning the subject matter stated herein and is not intended to be a legally binding instrument or to create any legally enforceable rights or obligations. London and Leeds will comply with respective laws in performing the activities under the MOU.

## Report of the Head of Corporate Governance and Scrutiny Support & Chief Digital and Information Officer

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

**Date: 19 February 2020**

**Subject: Powering up the Leeds Economy through Digital Inclusion – Tracking of scrutiny recommendations/desired outcomes**

|                                                                                                                                              |                              |                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|----------------------------------------|
| Are specific electoral Wards affected?<br>If relevant, name(s) of Ward(s):                                                                   | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration?                                                              | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Is the decision eligible for Call-In?                                                                                                        | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?<br>If relevant, Access to Information Procedure Rule number:<br>Appendix number: | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |

### Summary of main issues

1. This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.
2. Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
3. The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.

### Recommendations

4. Members are asked to:
  - Agree those recommendations which no longer require monitoring;
  - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result;
  - Agree to receive a further report in 2021 to review progress against city priorities and the evidence of impact and Return on Investment for the 100% Digital Leeds programme.

## **1 Purpose of this report**

- 1.1 This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.

## **2 Background information**

- 2.1 The Scrutiny Board at its meeting on 17th of June 2015 resolved to undertake an inquiry looking at Digital Inclusion. Research has identified that poverty is a barrier to internet connectivity and concern was expressed that many areas, including welfare services and access to employment, are evolving to 'digital by default'. The Board acknowledged that paradoxically research also shows that those who are digitally engaged have greater opportunity to reduce poverty, increase health and wellbeing, though increased opportunities for work, knowledge and financial benefit. Therefore the Board understood the need for citizens to have the opportunity, skills and resilience to improve their lives in a self-sustaining manner.
- 2.2 In conducting the Inquiry the Board reflected on the value and impact of Leeds City Council, partnerships and organisations to identify effectiveness in reducing the digital divide and promoting economic prosperity for people who live and work in Leeds. The Scrutiny Board aimed to establish if robust strategies, governance, partnership arrangements and high impact operational practices are in place to maximise access to technology, training and support. The Board gathered intelligence and were informed through the collective knowledge and experience of all those who contributed to the inquiry.
- 2.3. The review concluded in December 2015 and a report setting out the Scrutiny Board's findings and recommendations was published in April 2016. In July 2016, the Scrutiny Board received a formal response to the recommendations arising from this review.
- 2.4. Scrutiny Board received formal updates in February 2017, January 2018 and February 2019. At the last meeting the status for Recommendations was agreed as:

|    |                                                                       |
|----|-----------------------------------------------------------------------|
| 1  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 2  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 3  | Stop Monitoring                                                       |
| 4  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 5  | Achieved                                                              |
| 6  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 7  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 8  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 9  | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 10 | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 11 | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 12 | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 13 | Not fully implemented (Progress made acceptable. Continue monitoring) |
| 14 | Achieved                                                              |

### **3 Main issues**

- 3.1 Scrutiny Boards are encouraged to clearly identify desired outcomes linked to their recommendations to show the added value Scrutiny brings. As such, it is important for the Scrutiny Board to also consider whether its recommendations are still relevant in terms of achieving the associated desired outcomes.
- 3.2 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.3 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required.
- 3.4 To assist Members with this task, the Principal Scrutiny Advisor, in liaison with the Chair, has given a draft position status for each recommendation. The Board is asked to confirm whether these assessments are appropriate and to change them where they are not. Details of progress against each recommendation are set out at Appendix 2.

### **4 Corporate Considerations**

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

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation at Appendix 2.

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

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation at Appendix 2.

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

- 4.3.1 The inquiry fulfils a number of best council objectives and priorities as support for digital inclusion across the city contributes to the strategic objectives of:

- supporting communities, raising aspirations
- supporting economic growth and access to economic opportunities
- providing skills programmes and employment support
- supporting healthy ageing

and links strongly to the Best City Outcomes of:

- percentage of Leeds households in receipt of benefit and in work
- percentage of adults in Leeds who have all 5 basic digital skills

The February 2020 update includes more information on the wider city priorities that are being supported by 100% Digital Leeds.

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

- 4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation at Appendix 2.

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

- 4.5.1 This report does not contain any exempt or confidential information.

#### **4.6 Risk Management**

- 4.6.1 This section is not relevant to this report.

### **5 Conclusions**

- 5.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. This report sets out the progress made in responding to the recommendations arising from the scrutiny inquiry Powering up the Leeds Economy through Digital Inclusion.
- 5.2 Where the original recommendations named the Deputy Chief Executive, Strategy and Resources we anticipate that responsibility for these will pass to the Director of Environment and Housing.

### **6 Recommendations**

- 6.1 Members are asked to:
- Agree those recommendations which no longer require monitoring;
  - Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result;
  - Agree to receive a further report in 2021 to review progress against city priorities and the evidence of impact and Return on Investment for the 100% Digital Leeds programme.

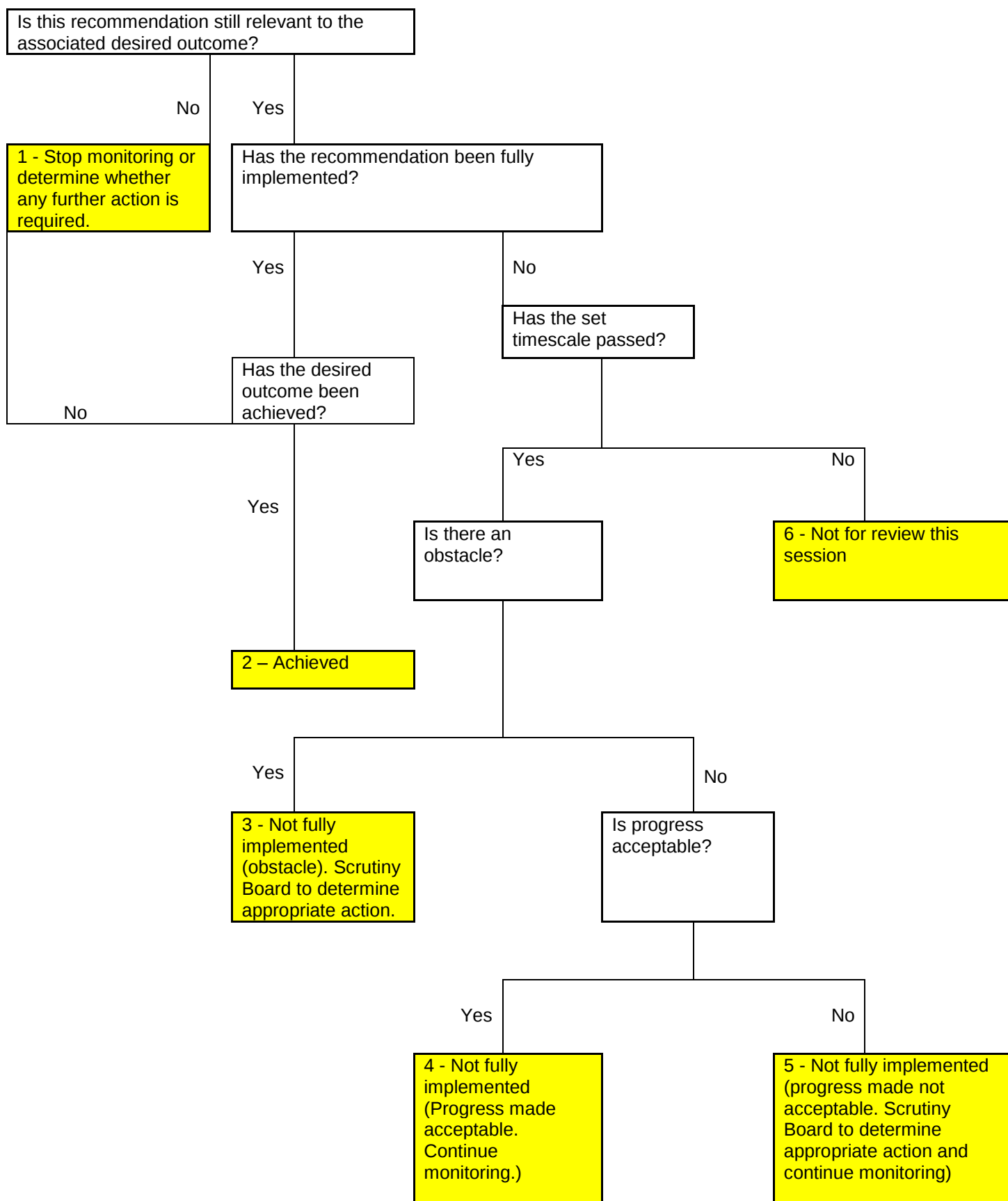
### **7 Background documents<sup>1</sup>**

- 7.1 None.

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

**Recommendation tracking flowchart and classifications:**  
**Questions to be considered by Scrutiny Boards**



### **100% Digital Leeds: achieving city priorities**

Since 2015, the council's response to this inquiry has been delivered through the further development and extension of the library service's digital inclusion programme including the development of the 100% Digital Leeds campaign, which takes a cross-cutting approach to this agenda.

The 100% Digital Leeds campaign is co-ordinated by a multi-disciplinary team of four co-ordinators and a support officer based in the Library Service and managed by the Library Service's Digital and Learning Development Manager. They have a citywide responsibility to engage with professionals and practitioners, staff and volunteers, community based assets, researchers and people with lived experience to work with them to co-design the right interventions. Due to the multi-determinants of barriers faced by some of our communities the team work flexibly and responsively to bring the right blend of experience and expertise to addressing those issues.

The team has specialist skills and knowledge that include evaluation and reporting, training and coaching, communications and marketing and bidding for external funding. They also have connections and contacts across the city and the country. They use those networks to bring together people with additional specialisms or specific experience of particular issues. The team's overriding aim is to ensure the best outcomes possible by increasing digital inclusion in all communities, although the primary focus is within the Council's priority neighbourhoods.

The 100% Digital Leeds approach is to convene and enrol community based assets and organisations to address their constituents' needs and wants through the use of digital. With 161 community groups and organisations and thousands of people already engaged, the approach has proved that there are no people who are "hard to reach". They are just "hard to reach" by the traditional Council ways of working.

A digital inclusion movement is spreading across Leeds, where the Council and the award winning 100% Digital Inclusion team are the nucleus who drive the digital inclusion agenda, keep the network up to date, make further connections, understand the problems facing people from their perspective, facilitate, secure external funds to support the network and capture and report the value created.

As well as supporting the universal offer of digital services for all within our own community hubs and libraries, the digital inclusion team are supporting organisations who work with: people using foodbanks, people who are homeless or at risk of homelessness, refugees who are starting a new life in the city, people at risk of social isolation, people with a learning difficulty or disability, people with long-term health conditions, vulnerable adults overcoming issues such as substance misuse, domestic abuse and mental health issues. They are also supporting staff and volunteers working in primary care and social care settings, small businesses and other council departments.

The digital inclusion team is currently funded through external grants and the NHS. The funding comes with specific outcomes and objectives that the team are working to achieve. These include: closer working with colleagues in Housing Leeds to increase digital inclusion amongst tenants and to increase participation and involvement by younger tenants; increasing skills and engagement with digital self-management solutions for health professionals; increasing access to digital self-management solutions for people living with long-term conditions and users of social care services.

At the Scrutiny Board meeting in February 2019, the Board *“expressed concern that the council function that supports the co-ordination of the expanding Digital Inclusion movement in Leeds is wholly dependent on grant funding. Acknowledging the value of this small team, who are enabling the voluntary and independent sector of Leeds to deliver to their target groups, the Board consider that ongoing security and the sustainability of this function is essential”*.

Grant funding has been secured for this year and the financial year 2020/2021. At that point, a funding pressure will be identified and considered as part of the 2021/22 budget process.

### **The 100% Digital Leeds approach**

The 100% Digital Leeds campaign has received national recognition and is considered a benchmark by other authorities seeking to develop similar approaches to provision and support. Examples of some of the work undertaken within the 100% Digital Leeds programme are in **Appendix 3** and available online at: [www.digitalinclusionleeds.com/impact](http://www.digitalinclusionleeds.com/impact)

100% Digital Leeds aligns with the council’s wider approach to Inclusive Growth and Asset Based Community Development and directly supports our Best City ambition to be a Compassionate City. By working in this way, the digital inclusion programme is contributing to the strategic priorities of Directorates across the council and stakeholders across the city.

Some examples of the priority areas of work that are being supported are listed below:

#### **1. Smart Leeds**

The Smart Leeds strategy is part of the wider DIS programme of works, with ongoing governance and oversight provided by Smart Leeds Portfolio Board. Our ambition is for Leeds to be the 'best city for digital' and our Smart Leeds priorities include world class connectivity, open data and analytics, promoting 'tech for good' and 100% digital inclusion. All things which are essential foundations for a City and its people in the 2020s.

Alongside the Council’s traditional role in delivering front-line services, our Smart Leeds approach sees us increasingly act as the convenor/enabler/facilitator for the city. We want to improve the lives of the poorest the fastest and we are working with our communities to build capacity and sustainability so that there is less reliance on public sector services. By bringing people together to co-produce solutions and putting people at the heart of everything we do, we are seeing improved outcomes across a range of indicators.

Examples include:

- Working with Public Health and communities to develop the CareView app for the city to address social isolation.
- Trialling voice technology to help people with dementia and their carers to more easily access online services and solutions.
- Working with stakeholders from a variety of backgrounds to create innovative solutions to city challenges through our award winning Innovation Labs process.

#### **2. Housing Leeds**

As part of our Smart Leeds programme we are currently developing proposals with partners across the city for how digital technologies can be used to better manage our council properties, identifying repairs that need to be done sooner, providing telecare services that enable people with health conditions to live at home for longer and be connected to others. We are also investigating ways in which tenants can play a more active role in how our properties are managed, as well as paying their rent and booking repairs online. Historically,

engagement with younger people in our Council homes has proved challenging. Increasing engagement through digital channels and the wider networks they are part of will address this.

Housing Leeds is funding a number of projects to promote the advantages of using the internet, including the potential for savings on household budgets. The Housing Officer teams advise and support customers who are struggling with fuel bills or need help with benefits or Universal Credit. As well as offering support with online transactions, tenants are also signposted to specialist debt advisors and referred to the Green Doctors.

In January 2020 Executive Board received a report from the Directors of Resources & Housing and Communities & Environment on Promoting Affordable Warmth and the wider issues of fuel poverty. The report noted that: *"We are aware that many residents, in particular those on a low income, are struggling with digital exclusion and banking/direct debit... The latest 'Financial Exclusion and Poverty' (2018) research commissioned by the council confirmed that 22% of the sample of the lower income areas found using the internet difficult and half of the interviewees did not use digital devices at all for money management (including paying bills). This is particularly relevant to fuel bills, as the energy market increasingly makes its best tariffs available online which risks those benefiting the most being excluded from the most competitive prices."*

Executive Board approved the Recommendation that: *"The Board's endorsement be provided to ensuring that digital solutions to assess and alleviate fuel poverty do not lead to further marginalisation and exclusion of those most in need."*

To support this agenda all Tenant Engagement events highlight the advantages of being online. A snapshot of some of the activity includes:

- Housing Advisory Panels funding iPads for Retirement Life so Support Officers, most of whom are Digital Champions, can run digital inclusion sessions with tenants.
- Drop-in digital inclusion sessions for Syrian refugees.
- Digital Champions training for Housing Officers and their teams to support tenants who express concerns about using online forms for everything from switching utility providers to benefit claims.
- Using iPads in estate walkabouts to raise the profile of digital inclusion.
- Promoting digital inclusion through Housing Leeds networks and signposting tenants to council, third sector and partner organisations in local areas

### **3. Health and Wellbeing**

Leeds has an ambition to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. Our Health and Wellbeing Strategy sets out 12 priorities to deliver this, including *"supporting self-care and enabling people to maintain independence and wellbeing within local communities"* and *"maximise the benefits from information and technology through better use of... innovations"* to support people to better manage their conditions.

In partnership with Adults and Health, 100% Digital Leeds is supporting the NHS England Comprehensive Model of Personalised Care and the following wider priorities for Self-Management and Proactive Care:

- Put in place accessible, appropriate opportunities for support so that people have the knowledge, skills and confidence to live well with their long term condition
- Equip staff with the knowledge, skills and confidence to support someone with managing their long term condition

- Ensure the systems and process support a person centred collaborative approach to long-term condition management
- Improved early identification of symptoms and conditions
- Improved management of people with long term conditions

The digital inclusion work, for example supporting activities in Primary Care, establishing Leeds' first Digital Health Hub and a Widening Digital Participation programme focusing on people with dementia (outlined in **Appendix 3**), strategically align with objectives and priorities within:

- Public Health Outcome Framework (health care, public health and health improvement)
- NHS Long-term plan/GP Forward View, NHS Comprehensive model of Personalised Care
- West Yorkshire & Harrogate ICS Priorities
- Best Council Plan
- Leeds Health and Wellbeing Strategy
- The Leeds Health and Care Plan
- Leeds Clinical Commissioning Group Priorities and outcomes

#### **4. Inclusive Growth and Safe, Strong Communities**

Priorities include:

- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting interventions to tackle poverty in priority neighbourhoods
- Helping people out of financial hardship
- Being responsive to local needs, building thriving, resilient communities

- **Employment**

A successful bid for £10,000 from Good Things Foundation's Future Digital Inclusion Fund has enabled the service to trial a tool for helping participants to learn essential digital skills, plus further tailored learning which is relevant to their progression. The project focused on digital skills for employment such as online job searching, interview skills and how to use the National Careers Service Website. The funding has enabled one of our community partner organisations, Turning Lives Around, to work one-on-one with their residents (vulnerable young people with multiple and complex needs who are homeless). 17 learners took part in the trial, receiving a total of 13.5 hours of one-on-one support, and subsequently completing all Employment modules on Learn My Way, as well as Online Safety and other modules tailored to their own priorities.

Turning Lives Around were grateful to be part of the project and it was beneficial for them to be able to offer support to their residents, most of whom are unemployed and some are not in the education system. By supporting people to learn digital skills they were able to get closer to the job market and improve their confidence. They also benefitted from improved online safety and a greater awareness of online services. The project directly supported the objectives in our Best Council Plan that: *"The education and skills received will be of economic value to the individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. They also bring considerable social benefits to individuals and communities which foster more equitable communities, in turn supporting economic growth."*

- **Poverty**

The digital inclusion team are working more closely with Leeds Poverty Truth Commission to ensure the voice of those with 'lived experience' of poverty and inequality is harnessed and

engaged; we are working together to identify the barriers that people on low incomes face to becoming digitally included and to identify and develop possible solutions.

Taking a co-design approach to information ensures that the language used is easily understood by a wide range of people. It will also mean that people on low incomes are not represented in any way in terms of deficiency. For example, the use of the word 'deprived' to describe communities does not reflect the richness of such communities.

A long-term and ongoing relationship between the library service and the Leeds Poverty Truth Commission will offer constructive check and challenge to the work. The approach taken to reduce digital inequality is always to build trust through the engagement process, taking an asset based rather than deficit model.

- **English for Speakers of Other Languages (ESOL)**

By working to shared priorities the various service teams have been able to embed digital inclusion into existing strands of ESOL work to deliver a range of benefits: increasing awareness of the need for digital inclusion support for the ESOL community amongst organisations supporting those with ESOL needs; improving the digital skills and knowledge of the ESOL teams and in turn their ability to support their service users; ensuring the sustainability of the digital inclusion of ESOL communities by embedding this support into existing activity.

Working closely with the sector has allowed the digital inclusion team to identify shared barriers across organisations that support ESOL learners and bring those organisations together to form strategies in response. The digital inclusion team recognised the shared barrier of some outreach staff at organisations not being properly equipped to support ESOL learners to develop their basic digital skills. This resulted in the creation of a bespoke 'train the trainer' training package in partnership with Discovery with Three as part of their CSR programme. Discovery with Three were identified as a partner with knowledge and experience of supporting organisations working with service users with ESOL needs in particular, and with the capacity and local infrastructure required to develop a project offering sustainable rolling support.

Plans to embed Digital Champions training into future Community Interpreting training across the city will ensure the sustainability of the scheme, which is essential to the improvement of digital inclusion of our ESOL communities in Leeds.

## **Summary**

The examples above are just a small snapshot of the activity contributing to and benefiting from the 100% Digital Leeds campaign. This work is integral to the successful delivery of a range of council and city plans and priorities. Our ambitions for the city over the next five years depend on digital innovations and efficiencies to deliver better outcomes for everyone. The Council cannot meet the demands of the future without change. We want to move to a whole system approach across places that enables people to independently look after themselves and improve their lives, to connect them to their communities and a wider circle of care and support. We can use some of the latest technologies to make this happen, but if we do not tackle digital exclusion then tens of thousands of our most vulnerable residents will be left behind as other areas of the city move on without them. We are working with and within those communities to ensure that everyone benefits from a truly 100% Digital Leeds.

The rest of this update report includes a summary of the progress we have made towards our ambition for 100% Digital Leeds. Following a similar structure to our 2019 report, we have taken a narrative approach and divided the update into Sections that outline our work in the following areas:

- 1. Evaluation/Return on Investment**
- 2. Creating a citywide movement for digital inclusion**
- 3. Increasing capacity in communities**
- 4. Training for council staff, third sector staff and volunteers**
- 5. Connectivity/Infrastructure is now in the Smart Cities report**

The relevant Scrutiny Board Recommendations and Inclusive Growth priorities are listed at the start of each Section.

## Section 1 – Evaluation/Return on Investment

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Scrutiny Board Recommendation(s): 1</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <ul style="list-style-type: none"><li>That the Deputy Chief Executive, Strategy and Resources considers and identifies the investment to benefit ratio for the Leeds economy and Leeds City Council to identify the potential level of Council resources that could be appropriated to support the recommendations identified in this report and increase digital inclusion.</li></ul>                                                                                                                                                                                                                                           |
| <b>Inclusive Growth Priorities:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <ul style="list-style-type: none"><li>Technological change will create opportunities for cities who are at the forefront of the next wave of digital transformation, but poses risks for any cities that lag behind on digital investment and digital skills.</li><li>Maximise the benefits from information and technology.</li><li>Targeting investment and intervention to tackle poverty in priority neighbourhoods.</li><li>Work with local people, partners and other stakeholders to develop programmes that focus on connecting these neighbourhoods back into the economic and social mainstream of the city.</li></ul> |






100% Digital Leeds has engaged with 161 community groups and organisations and a wide range of council departments.

Outputs to date include:

- 2,848 people registered with the Learn My Way online-learning platform and completed 14,879 courses.
- 1,189 Digital Champions trained (including 280 with a specific Health focus) to help promote the benefits of being online to digitally excluded people in their communities.
- 84 organisations borrowed 663 iPads as part of the 100% Digital Leeds tablet lending scheme.
- 31 organisations recruited to the Online Centres network, offering new venues for people to get online and learn digital skills.

Details of the groups / organisations who have received Digital Champions training, borrowed tablets and/or registered as Online Centres can be found in **Appendix 4**.

Alongside these outputs it is vital to measure place-based outcomes in order to fully evaluate the impact of the 100% Digital Leeds programme. Digital inclusion is a means to an end, it is not an end in itself. Digital inclusion is not about digital: it is about inclusion. People can use the internet to tackle many of the challenges and inequalities they face on a daily basis. Being online means having access to cheaper goods, services and utilities, more employment opportunities, self-management tools for long-term health conditions and easier ways to deal with the council and government departments.

In our 2019 report to Scrutiny Board, we discussed our plans to create a sustainable evaluation framework to measure the programme's Return on Investment, social impact and progress towards 100% digital inclusion. Over the course of the year the digital inclusion team have worked with Good Things Foundation to design this model, drawing on that organisation's expertise as a national leader in the research and evaluation of digital inclusion programmes, including work with Government and other national stakeholders such as: Department for Education, NHS England/NHS Digital, Ministry of Housing, Communities and Local Government, Centre for Ageing Better, BT, Lloyds Banking Group.

We now have an evaluation framework that enables us to measure improved outcomes across a range of indicators. Our evaluation framework also gives us a methodology that we can use to report the return on investment that digital inclusion brings to residents, the council and the city as a whole. A visual representation of the framework and more detail on the methodology is at **Appendix 5**.

The data from progression surveys to date is limited and it is not good practice to base channel shift calculations on a small sample. That said, the data collected so far is usable, it points in the right direction and should not be ignored. With this in mind we can provide this worked example of annualised savings as a result of behaviour changes and channel shift due to the 100% Digital Leeds programme:

| <b>Service</b>           | <b>Savings</b>  |
|--------------------------|-----------------|
| A&E                      | £310,426        |
| GP                       | £230,427        |
| Leeds City Council       | £98,686         |
| Other government offices | £72,703         |
| Jobcentre Plus           | £69,370         |
| <b>Total:</b>            | <b>£781,612</b> |

The digital inclusion team and partner organisations will continue to survey end users over the coming year. The survey has been co-produced with research and evaluation experts, it asks the right questions and will measure what we want to know. The robustness of the data and the values for Return on Investment will increase exponentially as the team continue to expand the digital inclusion network and more responses are collected from beneficiaries.

## Section 2 – Creating a citywide movement for digital inclusion

### Scrutiny Board Recommendation(s): 7, 10

- That the Deputy Chief Executive, Strategy and Resources further investigates alternative communication options in order to raise awareness about the support available for building digital skills, particularly to those who are more likely to benefit the most from digital inclusion.
- That the Deputy Chief Executive, Strategy and Resources and the Assistant Chief Executive Citizens & Communities consider the role of Area Support Teams and Community Committees to facilitate:
  - a) the identification of communities most at risk of digital exclusion
  - b) the support of local groups and organisations in the delivery of digital skills training to residents in their communities.

### Inclusive Growth Priorities:

- Increasing digital inclusion, so all people can access services, education and training.
- Work with digital firms to support digital inclusion, for example through initiatives such as 100% Digital Leeds where the council are working with the Good Things Foundation to develop an ambitious digital literacy plan for Leeds to get people online so they can access job opportunities and services.

It has been acknowledged that the council cannot achieve the ambition of ending digital exclusion across the city alone, and Scrutiny Board recommended that we needed to garner the *“support of local groups and organisations in the delivery of digital skills training to residents in their communities.”*

### 100% Digital Leeds campaign

One of the ways in which we have built and sustained a citywide movement for digital inclusion is by developing a brand identity for the 100% Digital Leeds campaign. As well as a logo and marketing collateral, 100% Digital Leeds has established a reputation as an exemplary digital inclusion initiative across the city, the UK and in government (DDCMS, NHS England, NHS X, MHCLG).

As well as hosting visits from, and sharing information with, over a dozen councils the 100% Digital Leeds campaign has been recognised with the following awards:

- Winner: Digital Council of the Year 2019
- Winner: O2 Blue Door Award for supporting organisations to tackle digital inclusion with our tablet lending scheme
- Shortlisted: Women in IT Excellence Awards 2019 (100% Digital Leeds & Techmums)
- Shortlisted: Leeds Digital Festival 2019

### Working with communities most at risk of digital exclusion

Digital inclusion can help improve the lives of the poorest the fastest and we are working with our communities to build capacity and sustainability. We work with council colleagues and third sector organisations with deep roots in local communities who know the challenges faced by the residents they serve to build a digital inclusion movement across the city. In many cases, the organisations we work with know that digital inclusion could play an important role in alleviating some of the challenges, but the organisation itself may lack digital capability, capacity or connectivity.

In our engagement with organisations we learn more about them and the lives of the people they serve and are building relationships and mutual trust, working together to develop discrete programmes of activity or to embed digital inclusion into their organisations' existing activities. This support enables them to play a more active role in achieving our ambitions for 100% Digital Leeds and supporting the council's Inclusive Growth Strategy.

## Section 3 – Increasing capacity in communities

### Scrutiny Board Recommendation(s): 4, 8, 9

- That the Deputy Chief Executive, Strategy and Resources identifies organisations in Leeds working to increase digital capacity, reduce the digital divide or provide digital inclusion programmes with a view to better understand:
  - a) what activity is being provided and where there are gaps geographically and in activity type.
  - b) how activity is being coordinated.
  - c) if efficiencies can be made by the Council by removing duplication.
  - d) how Leeds City Council can co-ordinate activity city wide to reduce fragmentation and ensure that investment is maximised and resulting in the best outcomes.
- With reference to recommendation 4, that the Deputy Chief Executive, Strategy and Resources considers how organisations can work in partnership with Leeds City Council to effectively deliver digital skills training and support and how volunteers in Leeds can also assist in this delivery.
- That the Deputy Chief Executive, Strategy and Resources identifies areas/communities in the Leeds area where there are likely to be significant skills gaps to facilitate the prioritisation and targeting of digital skills training and the proactive promotion of services available.

### Inclusive Growth Priorities:

- Continue our focus on skills, from code clubs in schools to new degree level courses in universities.
- Using digital technology and data to improve health outcomes and tackle health inequalities.
- A healthy city of the future must be delivered with patients, citizens and communities, enabled by technology to live healthier, more productive, active and creative lives.
- Improve digital inclusion, including women in tech.
- Working in partnership to improve the health of the poorest the fastest.
- Enabling more people to manage their health in the community and workplace, working with people to promote prevention and self-management.

In September 2019, 15 community organisations were awarded £100,000 through the 100% Digital Leeds digital inclusion grants programme. In total, 60 organisations bid for funding and the successful organisations are using the money to reduce barriers to digital inclusion. Around half of this funding was awarded to organisations who are supporting people with disabilities or learning difficulties, older people, carers or refugees, asylum seekers and new migrants. The grants are being used to help organisations embed digital inclusion activity into their delivery models by buying equipment, hiring tutors, coordinating volunteer programmes or to pay for connectivity. The full list of organisations that received funding is at **Appendix 6**.

These organisations will be supported to ensure that their plans are successful and sustainable and we will use the evaluation framework to measure the positive impact they have on people's lives.

We are also working with Voluntary Action Leeds (VAL), a charity that supports the city's third sector through services such as training, funding support and marketing advice; VAL have borrowed iPads to enhance the support they offer to organisations looking for help and advice around funding, and those looking to develop a safeguarding policy.

Many new, small groups that approach VAL for advice are unable to access online systems which limits their ability to find information or complete online applications. Those who do have access often lack the skills to find reliable information. Using the iPads, VAL are able to help organisations to understand that the information they need is available online and to identify reliable sources of information. Working this way empowers the organisation to do more for themselves and extends the capacity of VAL. VAL can also signpost organisations who need more support, such as further skills development or connectivity, back to Leeds Libraries and the 100% Digital Leeds programme, thereby extending our third sector reach even further and helping us to develop the sector's capacity.

## Section 4 – Training for council staff, third sector staff and volunteers

### Scrutiny Board Recommendation(s): 6, 11, 12, 13

- That the Deputy Chief Executive, Strategy and Resources determines and implements the best approach to utilising existing staffing resources across the Council, so that they can demonstrate to citizens the benefits of being digitally engaged, and provide tailored digital skills training where a need is identified.
- That the Deputy Chief Executive, Strategy and Resources undertakes a skills audit to identify Leeds City Council staff who do not have the 5 basic digital skills, and provides the development opportunities to improve their skills.
- With reference to Recommendation 6 that the Deputy Chief Executive, Strategy and Resources explores the potential for the delivery of a digital development programme to Leeds City Council staff who have direct engagement with people in their homes and in the community.
- That Deputy Chief Executive, Strategy and Resources and Chief Digital Officer ensures that processes are in place, during the initiation of projects which require a shift to digital based service provision/access, to ensure that the risk of excluding citizens from services is minimised and mitigated through alternative avenues of support. Positive action should be taken to counter negative impact with citizens and in communities.

### Inclusive Growth Priorities:

- Develop a workforce that can thrive and be resilient in the context of technological change.
- Tackling the skills gap at all levels.

### Digital Champions training

Digital Champions training delivered through the 100% Digital Leeds programme is based around upskilling staff and volunteers to be able to better support their service users to get online and use digital tools and technology. The aim is for Digital Champions to have positive conversations with people about the benefits of being online and to build the confidence to identify opportunities to have those conversations. During training we explore different ways to break down the barriers that exist for people who aren't online such as lack of skills, access and motivation, as well as other factors that may prevent someone from going online (lack of confidence, worries about online safety, physical or cultural factors etc.)

Our definition of a Digital Champion is someone who is supportive, encouraging and takes the time to find out about a person and what aspects of the online world would be beneficial to them. There is no need to be an ICT expert so being a Digital Champion is accessible to everyone as it is more about attitude than skills. The training includes sample case studies and discussions on how we can all help different people to increase their confidence and improve their health and wellbeing through using digital, whatever their situation. Trainees are equipped with resources they can use such as information about Leeds Libraries, accessibility guides and signposting to Get Online sessions, the Online Centres Network and community provision. This is an effective way of building a culture within organisations where the staff and volunteers are actively looking for opportunities to support their clients to use the internet in a positive and rewarding way.

The survey results from the Digital Champions training evaluation show that 97.8% of responders said they will be more confident talking to people about the benefits of digital, and they feel the training will help them in their work going forward.

The digital inclusion team will continue to deliver Digital Champions training to council staff and staff and volunteers from third sector organisations. A focus of activity over the coming year will be to ensure that all Community Hub and Library staff are digital champions. The team will work with library and customer service staff to identify and overcome barriers and maximise the opportunities for more digital inclusion activity to take place in libraries and community hubs, helping to further develop the use of these venues as community based digital hubs.

More broadly, there continues to be an increase in the number of council staff using Learn My Way and other tools to develop their essential digital skills. Since the council started recording training completion in 2017, 1,772 courses have been completed. These are split fairly evenly across the different courses, varying from “Using a keyboard” to “Socialising online”. Communities and Environment have taken a lead with regards the council effort to support staff to improve their digital skills and even become digital champions. This is a result of a clear management directive to support staff to support citizens to get online. Sessions continue to be run in the city centre by Union Learn with Learning Coordinators supporting staff to enrol with Learn My Way.

Other support for council staff has involved HR and DIS undertaking various trips on the Hugo bus and attending communication events at sites co-located. Amongst other things, these sessions promoted the Learn My Way platform and also included the proposal of a staff tablet lending scheme, which to date no staff member has wanted to proceed with.

DIS have led work in care delivery and found the Learn My Way platform a useful tool to start staff on before they move on to using council systems. Looking forward to 2020, Learn My Way will continue to be the go-to starting point to support staff to get online and plans are in place to signpost staff at the point of starting, via the induction process.

## **Section 5 – Connectivity/Infrastructure**

|                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Scrutiny Board Recommendation(s): 2</b></p> <ul style="list-style-type: none"> <li>That the Director of City Development in consultation with the Chief Digital Officer utilise the intelligence gathered to facilitate better infrastructure planning and enable smaller commercial providers to identify and deliver services to provide greater choice and opportunities for internet access in areas where choice is limited.</li> </ul> |
| <p><b>Inclusive Growth Priorities:</b></p> <ul style="list-style-type: none"> <li>Coordinating plans and leveraging investment to improve infrastructure, including Smart Cities.</li> <li>Making every business a digital business.</li> <li>Strengthening digital and data infrastructure (including 5G), promoting Leeds as a smart city and using data to help address challenges.</li> </ul>                                                  |






As noted earlier, the 100% Digital Leeds programme is one of the foundations of the Council's ambitions to be a Smart City. Another ambition for our Smart City programme is 100% Connectivity. There is obvious crossover between the two: to be digitally included means having access to the internet and technology, but increasing connectivity without digitally including people will simply entrench the disadvantages that already exist. This is why 100% Digital Leeds is part of the wider DIS programme of works, with ongoing governance and oversight provided by Smart Leeds Portfolio Board.

We are working with colleagues across the Smart Leeds and City Digital teams to ensure that digital inclusion and connectivity are closely aligned. For example, the digital inclusion team has lent tablets with 4G connectivity to 78 community organisations, they have advised on the criteria to be used for a question on social value and digital inclusion in the council's recent Full Fibre procurement exercise and consulted on the expansion of free council Wi-Fi to 20 community centres across Leeds.

More information on the tablet lending scheme, connecting community centres, full fibre and digital enterprise at **Appendix 7**.

## Examples of activity across the 100% Digital Leeds network

- **Digital Inclusion in Primary Care**

Working closely with GP practices and Patient Participation Groups, 100% Digital Leeds is supporting digital inclusion within these settings to help patients develop basic digital skills and increase access to NHS services online.

Delivering digital champion training to staff and volunteers within Primary Care is giving patients an opportunity to receive face-face digital support in a familiar setting. Enabling them to make their GP appointments online and check health symptoms, as well as gaining access to further digital resources to support their health and wellbeing such as the Leeds Mental Health Wellbeing Service. This has been trialled in the first instance in GP practices in two of our priority wards (Little London & Woodhouse and Gipton & Harehills), aligning with the NHS Long Term Plan and linking in with Local Care Partnership priorities.

- **Digital Health Hub**

The 100% Digital Leeds team have partnered with Cross Gates & District Good Neighbours Scheme to launch the first Digital Health Hub in Leeds after a successful funding application to Good Things Foundation. This is enabling Cross Gates & District Good Neighbours Scheme to embed digital support and resources into their already successful programme of activities. Their 1,200 members can now receive support on topics such as ordering repeat prescriptions online, making a GP appointment online or using the NHS app to self-manage their long-term health conditions.

The focus for this partnership has been to support digital engagement and inclusion in those communal spaces where regular activities take place. Working closely with Primary Care by delivering Digital Champion training to GP Practice staff and volunteers is increasing access to NHS services online and self-management apps such as the MyCOPD app. This has strengthened the links between the community provision at the Digital Health Hub and primary care networks, enabling referrals for digital support and improving health outcomes for their members/patients.

Establishing a Digital Health Hub within the community setting of a Neighbourhood Network Scheme is enabling members to develop new digital skills and confidence. It is also increasing the number of people managing their health via digital solutions as well as living well with their long-term conditions.

The digital inclusion team are evaluating the success of this first Digital Health Hub in Leeds and plan to share this learning so that the model can be extended to other Neighbourhood Networks and Third Sector organisations across the city. The Council want to improve health outcomes for all and enable more people to self-manage their health conditions. This model will provide digital support for people in their communities to access health information online, online consultations and NHS services.

- **NHS Widening Digital Participation Pathfinder: Dementia**

100% Digital Leeds is working on this programme with Adults & Health, the City Digital Partnership Team, Smart Leeds, Carers Leeds, Good Things Foundation and NHS Digital. The Dementia Pathfinder is trialling how digital technology, and increased digital inclusion more generally, can help people with dementia and their families/carers to manage their conditions. Supporting people with dementia is a key priority within the Older People's Mental Health programme of the Leeds Health and Care Plan. Harnessing digital tools to empower people with long term conditions to take control of their health is a key enabler of the Proactive Care and Self-Management programme within the Leeds Plan.

Working in partnership with Carers Leeds has enabled the digital inclusion team to put carers at the centre of the programme, trialling appropriate digital solutions which have given those carers access and opportunities to develop their digital confidence and improve their health and wellbeing. Using innovative and non-traditional approaches to technology has successfully engaged this target group throughout the project. Areas of work to date include:

- Trialling Voice Technology with Amazon Echo Shows, giving carers practical solutions to everyday tasks, such as logging medication and appointment reminders, having access to online NHS symptom checkers, a wide range of music to relieve agitation and anxiety and supporting the people they care for to live well with their Dementia.
- Setting up a Facebook group to alleviate and prevent social isolation amongst carers, giving them a platform to relate with others and create social connections outside of the regular face-face peer-support groups with Carers Leeds. This has had a huge impact with carers saying they feel less lonely and enjoy sharing experiences, challenges and advice and guidance with other carers.
- Developing a network of Digital Champions across the wide range of Memory Cafes in Leeds and enabling them to embed digital into their existing programmes of activities using the Tablet Lending Scheme. This has provided opportunities for many carers to explore resources linked to reminiscence, health and wellbeing and provided positive experiences improving their quality of life.
- Embedding digital inclusion into Complex Needs Centres to give patients with low communication skills and complex needs the opportunity to gain digital skills. The team are exploring digital resources that provide relaxation to calm symptoms of Dementia such as anxiety and disorientation.
- Trialling Virtual Reality as reminiscence therapy to create immersive experiences for people with Dementia and their carers. This is supporting with the self-management of agitation, anxiety and other symptoms of the condition, re-living memories from childhood and giving opportunities to escape from the everyday life of Dementia/as a carer. Virtual Reality has proven to be a 'hook' to digital for many people with low/no digital skills and it has enabled them to explore further opportunities with tech.

- **Future plans for development of our Health-related Virtual Reality offer**

Evaluation of the Pathfinder has shown the benefits of Virtual Reality in improving health and wellbeing and as a support for people to live well with long-term conditions. As a result there are opportunities to expand the Tablet Lending Scheme to include the lending of Oculus Virtual Reality Headsets to third sector organisations working within our priority wards. This will be an exploratory innovation programme that would be designed and evaluated in partnership with Adults and Health, Leeds Mental Health Wellbeing Service, NHS (CCG) and other appropriate services.

## Appendix 4

### Groups/Organisations who have received Digital Champions training

|                                   |                              |                                          |                              |
|-----------------------------------|------------------------------|------------------------------------------|------------------------------|
| Alzheimer's Society               | Ashfield Medical Practice    | BAME Hub                                 | Be Caring (Homecare)         |
| Brackenwood Community Association | Breathe Easy Groups          | Care Delivery Team                       | Care & Repair                |
| Carers Leeds                      | Connect in the North         | Cross Gates and District Good Neighbours | Dementia Support Workers     |
| Groundwork                        | Health For All               | Learning Partnerships                    | Leeds Irish Health and Homes |
| Leeds Teaching Hospital           | Little London Arts           | Memory Support Workers                   | Middleton Elderly Aid        |
| Nari Ekta Society Ltd             | North Leeds Medical Practice | Oakwood Medical Practice                 | OPAL                         |
| Over the Rainbow Care             | PATH Yorkshire               | People Matters                           | Pudsey Live at Home          |
| Recovery Hub                      | Relate Bradford              | RETAS                                    | Retirement Life              |
| Rothwell & District Live at Home  | South Leeds Live at Home     | Specialist Autism Services               | Toast Love Coffee Café       |
| Touchstone                        | Trinity Network              | Turning Lives Around                     | Unity Housing Association    |
| Woodhouse Medical Practice        | Words for Wellbeing          | Wykebeck Complex Needs Centre            | Zest for Life                |

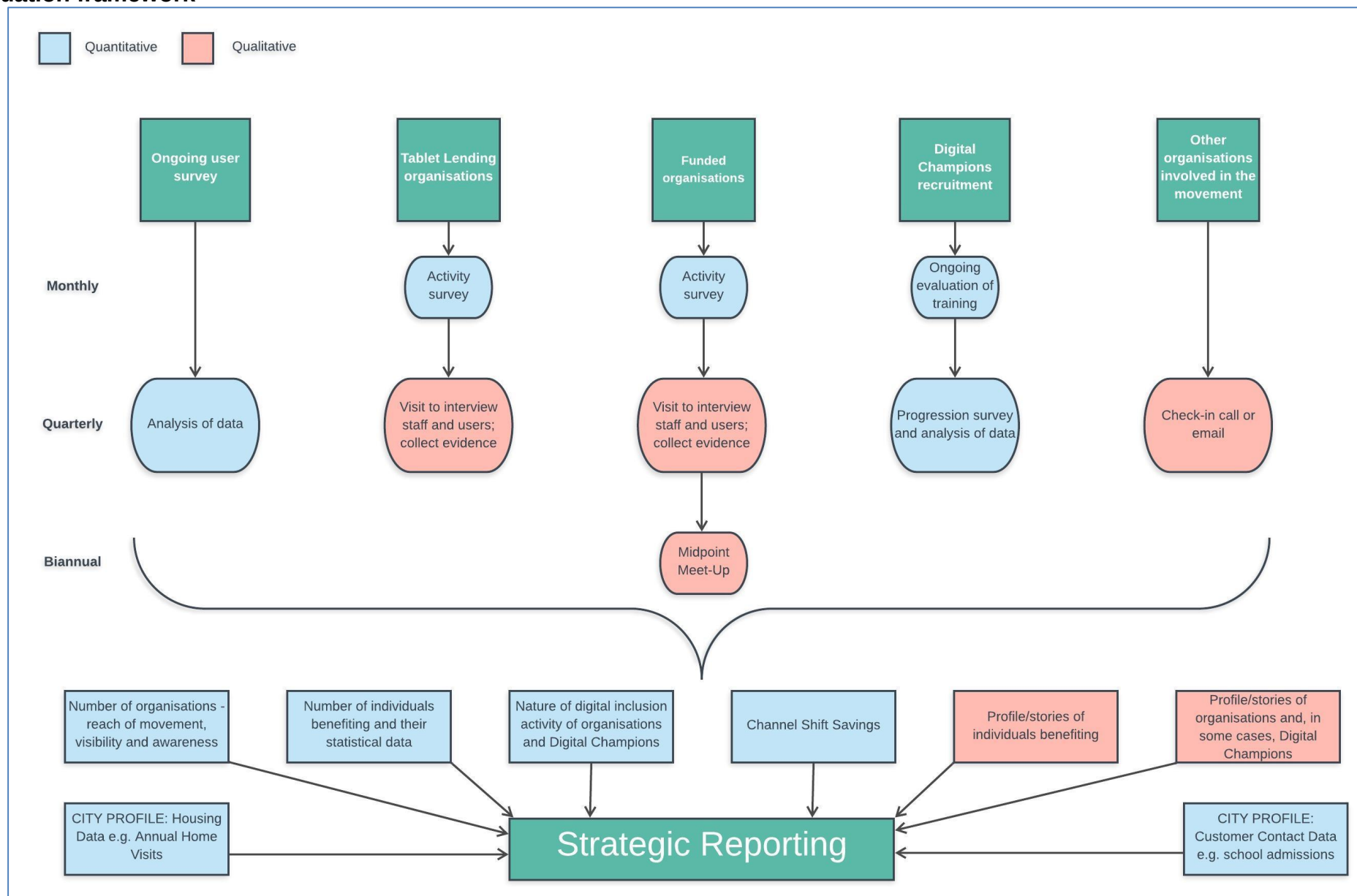
### Groups/Organisations who have borrowed tablets

|                                    |                                          |                                 |                                         |
|------------------------------------|------------------------------------------|---------------------------------|-----------------------------------------|
| Advonet                            | Armley Helping Hands                     | Arts and Minds                  | Association of Blind Asians             |
| BAME Hub                           | BARCA                                    | Bee Together                    | BITMO Gate                              |
| Brackenwood Community Association  | Broadlea Better Community                | Café Leep                       | Cardigan Centre                         |
| Care & Repair                      | Carers Leeds                             | Connect in the North            | Damasq                                  |
| East Leeds Project                 | East Street Arts                         | Friends of Gledhow Valley Woods | Groundwork                              |
| GTT                                | HAVA                                     | Home Lea Care Home              | Ireland Crescent Residents Association  |
| Kirkstall Valley Development Trust | Learning Partnerships                    | Leeds & District FA             | Leeds and Yorkshire Housing Association |
| Leeds City College                 | Leeds City Council Complex Needs Centres | Leeds Irish Health and Homes    | Leeds South and East Foodbank           |
| Little London Arts                 | MAECare                                  | Middleton Elderly Aid           | Mind 'n' Health                         |
| Nari Ekta Society Ltd              | Oakwood Medical Practice                 | OPAL                            | Over the Rainbow Care                   |
| PATH Yorkshire                     | Pudsey Live at Home                      | Pyramid of Arts                 | Recovery Hub                            |
| Refugee Council                    | Relate Bradford                          | Retirement Life                 | South Leeds Live at Home                |
| Specialist Autism Services         | St George's Crypt                        | Storm CIC                       | The Fair Exchange                       |
| Toast Love Coffee Café             | Touchstone                               | Trinity Network                 | Turning Lives Around                    |
| Unity Housing Association          | Vera Media                               | Voluntary Action Leeds          | WEA Worker's Educational Association    |
| Welfare Rights                     | Words for Wellbeing                      | YMCA Leeds                      | Zest for Life                           |

### Groups/Organisations who have registered as Online Centres

|                                             |                                                             |                                          |                                  |
|---------------------------------------------|-------------------------------------------------------------|------------------------------------------|----------------------------------|
| Armley Helping Hands                        | BITMO Gate                                                  | Broadlea Better Community                | Cafe Leep                        |
| Carers Leeds                                | Chapelton & Harehills Area Learning Project                 | Cross Gates Good Neighbours              | G.E.F Construction Services      |
| Get Technology Together C.I.C (Leodis Grid) | Get Technology Together C.I.C. Digital Access Drighlington) | Get Technology Together C.I.C. (GTT Lab) | GIPSIL                           |
| Groundwork Yorkshire                        | Health for All                                              | Kentmere Community Centre                | Leeds & District FA              |
| LS14 Trust                                  | MAECare                                                     | Meanwood Community Centre                | Middleton Elderly Aid            |
| New Wortley Community Association           | People in Action                                            | People Matters                           | Rothwell & District Live at Home |
| South Seacroft Friends & Neighbours         | St George's Crypt                                           | St. Vincent's Support Centre             | The Tech Ladder Ltd              |
| UNISON Yorkshire and Humberside Region      | Unity Housing Association                                   | YMCA Leeds                               |                                  |

## Evaluation framework



## Evaluation framework

The positive social impact we wish to measure includes:

- Progression to further learning (both formal and informal)
- Progression to positive employment outcomes (both in work and into work)
- Improvements in health and wellbeing (from using digital health tools to self-manage conditions)
- Increased social connection and reduced isolation

The framework includes:

- **Ongoing User Progression Survey** – collects demographic data to measure trends and to build a profile of end users (e.g. age, employment status, if they have a disability/long term health condition, language needs, whether they're a Housing Leeds tenant). The survey also includes attitudinal and behavioural change, and calculation of channel shift savings. This will be rolled out to all of the 100% Digital Leeds partners who offer digital access and support to users.

- **Monthly Activity Survey for organisations participating in the tablet lending scheme**

- **Monthly Activity Survey for organisations benefiting from Leeds Digital Inclusion Funding stream**

Both of these are designed to collect data to provide quantitative evidence of impact delivered by partners in communities and among target audiences, so that we can state, for example, “*x number of organisations in the movement are helping people find employment and saw y amount of people this quarter.*” The digital inclusion team will also visit each organisation quarterly to collect qualitative evidence in the form of user case studies and organisational case studies, featuring quotes and images. These will be organised in categories relevant to specific agendas e.g. health, employment and skills, financial resilience, community integration, reduced isolation or loneliness and greater independence.

- **Ongoing Digital Champions progression survey** – as well as continuing to evaluate the effectiveness of Digital Champions training, the impact of the practical application of training and the engagement of end users by Digital Champions will also be measured and reported.

In addition to these surveys for the more engaged organisations that are part of the 100% Digital Leeds network, the digital inclusion team will continue to maintain quarterly contact with less engaged organisations in the network to identify any support they might need to boost their progress and engagement with end users.

This data will enable us to report:

- Number of overall organisations, Online Centres, tablet lending participants, Digital Champions, Learn My Way users in the movement, demonstrating the reach and visibility of the programme
- Nature of the digital inclusion activity of organisations and Digital Champions
- Number of end users benefiting plus their demographic data
- Profile of individuals benefiting from the programme in the form of case studies
- Profile of organisations benefiting from the programme in the form of case studies
- Channel shift savings to public services – Leeds City Council, NHS, JobCentre Plus, other local/national government departments.

Results from the User Progression Survey enable us to produce an estimate of the value of channel shift as a result of Leeds residents gaining digital skills. As people move to online transactions to replace phone calls and visits, cost savings can be applied to those behavioural changes. This is an important aspect of the continuing evaluation of the 100% Digital Leeds programme.

| Service                 | Per transaction saving: online instead of call | Per transaction saving: online instead of visit |
|-------------------------|------------------------------------------------|-------------------------------------------------|
| Jobcentre Plus          | £2.91                                          | £9.29                                           |
| Leeds City Council      | £2.91                                          | £9.29                                           |
| GP                      | £2.91                                          | £45.00                                          |
| A&E                     | £0.00                                          | £160.00                                         |
| Other government office | £2.91                                          | £9.29                                           |

Figures in the above table are taken from the following sources:

- Phone call savings for all services apart from A&E (which can't serve people by phone), and visit savings for transactions with Jobcentre, Council and other government offices, are the 'per transaction' saving average of figures taken from:  
*Page 46 of the PWC report, 'The Economic Case for Digital Inclusion' (2009)*  
*Page 7 of the SOCITM report, 'Business Case for digital investment' (2016)*
- GP surgery visits savings are taken from page 17 of the Academy of Medical Royal Colleges report, *'Protecting resources, promoting value: a doctor's guide to cutting waste in clinical care' (2014)*
- Savings for visits to A&E are taken from page 6 of the NHS Improvement report, *'Reference costs 2017/18: highlights, analysis and introduction to the data' (2018)*
- All other visit savings are the average PWC and SOCITM figures from the reports listed above.

## Digital inclusion grant funding – list of organisations

- **BARCA: £3,700** to support socially isolated service users to develop their basic digital skills, helping them connect with people, find employment, and improve their health and wellbeing.
- **Bramley Community Centre: £9,900** to create a dedicated space where local residents can access equipment and develop their basic digital skills, helping them to access services and find work.
- **Carers Leeds: £9,500** to support unpaid carers to develop their basic digital skills, helping them to connect with each other, access online services from home, and get the support they need.
- **Caring Together in Little London and Woodhouse: £3,600** to support older people to develop their basic digital skills in groups and in their own homes, helping those with mobility issues to access online services from home and stay independent.
- **Connect In The North: £2,400** to support people with learning disabilities to develop their basic digital skills, helping them to improve the accessibility of their equipment, discover apps designed for people with learning disabilities, and stay safe online.
- **Cross Gates & District Good Neighbours: £3,200** to provide connectivity and one-to-one digital skills training for older people and the housebound in the Cross Gates area, supporting them to access digital services, stay connected with family and friends, and continue living independently.
- **DAMASQ: £10,000** to provide internet access and basic digital skills support to refugees, asylum seekers and new migrants, helping them to access local services, live independently, and integrate within the wider Leeds community.
- **Get Technology Together: £7,600** to extend the reach of their current accessible technology training sessions to meet community need, improving basic digital, life, and work skills across Leeds.
- **People Matters (West Yorkshire): £7,300** to support people with disabilities to develop their basic digital skills and improve their employability, including increasing the number of Job Clubs across the city and introducing a tablet loan scheme for the benefit of their members who do not have access to their own equipment.
- **Pyramid of Arts: £8,700** to inspire people with disabilities to embrace tech by embedding digital into arts practice, supporting them to digitally upskill and develop their online arts presence.
- **Specialist Autism Services: £8,700** to support people with autism to develop their digital knowledge, skills and confidence, allowing them to live more independently, stay healthy, and stay safe online.
- **St Vincent's Support Centre: £2,800** to provide connectivity and develop weekly volunteer-led digital skills sessions for migrant service users, as well as the wider local community.
- **Toast Love Coffee: £10,000** to develop a volunteer and community led digital inclusion scheme to improve the digital skills and confidence of the people of Harehills, with a focus on digital creativity.
- **Trans Mission: £3,000** to support the Leeds trans and non-binary community to develop their digital skills to better access online services and connect with each other, thereby reducing social isolation.
- **Turning Lives Around: £10,000** to provide connectivity to homeless clients and to tackle digital and social exclusion by providing people with the skills and confidence they need to access digital technology.

## Connectivity and infrastructure

### Tablet Lending

The 100% Digital Leeds Tablet Lending Scheme is designed to support community organisations to pilot new approaches to digital inclusion without the commitment of purchasing their own equipment and with the knowledge and experience that the 100% Digital Leeds team share. This offers a supportive, low risk environment for organisations find an approach that works for them and their service users whilst building up a portfolio of impact evidence that they can use to identify a more sustainable connectivity solution, be that by petitioning organisational budget holders to release internal funds, or by securing external funding. In this way most of the organisations who have taken part in the Tablet Lending Scheme have gone on to see the benefit of embedded digital inclusion to their organisation and service users, have found a sustainable connectivity solution, and now see digital inclusion as an integral part of their service delivery.

### Connecting community centres

To support the digital inclusion programme in areas which currently have limited or no connectivity, and to address one of the main barriers to people getting online, the council is installing free Wi-Fi in 20 community centres across Leeds. The work will be incorporated and delivered as part of the wider Smart Leeds programme where connectivity is recognised as being a key element to supporting and driving forward the city and regional economy. It will use existing council contracts to purchase standard equipment and support and be run over the council's public access network.

Nine centres have already gone live:

Crimbles Court, Denis Healey centre, Fairfield Community centre, Halliday Court, Lincoln Green Community centre, Queensview Retirement Life Scheme, Richmond Hill Community Centre, Sir Karl Cohen Square, Willows Community Centre.

Another nine sites should be live before May 2020:

Burnsall Court, Crescent Grange, Ebor Gardens Community centre, Mandela centre, Marsden Court, Northfields, Phil May Court, Rycroft Garden, Strawberry Lane Community centre.

The final two sites (Queenswood Court and St Matthew's Community centre) need major works so may take longer to complete – or may need to be replaced with alternative sites if costs are excessive.

### Full Fibre

Strategically the Council is hoping to accelerate the roll out of full fibre infrastructure across the metropolitan district as it is the basis for Gigabit connectivity which is a key element of the 21<sup>st</sup> Century Infrastructure required to underpin the successful delivery of the Inclusive Growth and Health and Wellbeing Strategies.

There are two primary drivers for the full fibre programme:

- To replace the existing legacy wide area network with gigabit capable FTTP (Fibre to the Premise) services. The way in which services are provisioned requires the Council's network to be capable of supporting cloud centric services. The new gigabit service will future proof service delivery to 2030 and beyond.
- The Council has stated that it wishes to extend fibre capability throughout the metropolitan area of Leeds. By using the existing corporate WAN requirements as an anchor the Council is able to build out FTTP capability to areas which have previously been deprived of high speed broadband connections.

The Full Fibre Programme will:

- Deliver fibre connectivity to c. 1381 sites utilising the same budget currently delivering c. 318 sites.
- Provide flexibility to turn on services at a site and only pay for services consumed once the fibre build out is complete.
- Consolidate budgets bringing into scope corporate WAN, ICT4Leeds, CCTV, UTMC, LCH, CCG, GP surgeries and 116 MDU's.
- Realise considerable savings by delivering c. 380% more services for the same budget.
- Improve the quality of the service, both in terms of its operational outputs and business outcomes.

The Programme is expected to be complete by 2024.

Through soft market testing discussions the market has indicated that by rolling out this enabling infrastructure it will significantly accelerate their wider deployment of fibre for commercial and consumer use.

The procurement of the Full Fibre programme has utilised a competitive dialogue procedure. This procedure was selected to enable the Council to have full visibility of the costs throughout the procurement lifecycle. The budget envelope is currently £1.2 million revenue per annum and £3.6 million capital (already in the capital programme). The selected bidder has proposed a financial model and implementation plan that requires the conversion of revenue into capital over the duration of the 25 year Indefeasible Right of Use (IRU) for the Fibre infrastructure.

The delivery plan will be broken up into a number of 'bite sized chunks' starting with the replacement of the incumbent Corporate LCC/NHS WAN (Wide Area Network) and services provided to schools. This initial phase will be complete by March 2021 but it is expected that fibre delivery to all 1381 sites will be complete by mid to late 2023. The resulting contract from the selected bidder allows the Council to flexibly deploy services to sites at a pace that matches its requirements and delivers commercial savings.

### **Digital Enterprise**

The Economic Development service has various workstreams which support the Inclusive Growth ambition to encourage every business to be a digital business. The Digital Enterprise programme is hosted by LCC and operates across the whole of Leeds City Region. The programme supports small to medium sized businesses to grow by helping them to invest in digital technology.

Phase one of the Digital Enterprise programme ran from November 2016 to August 2019. Over this period more than 800 businesses benefitted from funding through the Digital Growth Voucher and Connectivity Voucher schemes, and over 600 businesses accessed training and education through the Digital Knowledge Exchange programme. Digital Enterprise agreed over £3.6 million of funding for SMEs in the Leeds City Region so that they can grow by undertaking digital transformation projects. The total value of these projects was in excess of £6.8 million. This will lead to the creation of potentially 1,200 jobs.

In March 2019 Digital Enterprise launched the Top 100 campaign celebrating digital transformation amongst SMEs in the Leeds City Region. The campaign culminated in the publishing of the [Top 100 Report](#) highlighting 100 businesses that have gone from success to

success by improving their digital capabilities. It is envisaged that the Top 100 campaign will run each year.

Phase two of the Digital Enterprise programme commenced in September 2019 after the programme secured a further £6 million of funding from the European Regional Development Fund (ERDF), WYCA/LEP and LEP local authorities. Between September and December 2019 over 1,100 businesses registered their interest in taking advantage of Digital Enterprise support and this number is continuing to grow.

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## Report of Head of Democratic Services

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

**Date: 19 February 2020**

**Subject: Work Schedule**

|                                                                                 |                                                                     |
|---------------------------------------------------------------------------------|---------------------------------------------------------------------|
| Are specific electoral wards affected?                                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If yes, name(s) of ward(s):                                                     |                                                                     |
| Has consultation been carried out?                                              | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No |
| Are there implications for equality and diversity and cohesion and integration? | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Will the decision be open for call-in?                                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| Does the report contain confidential or exempt information?                     | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |
| If relevant, access to information procedure rule number:                       |                                                                     |
| Appendix number:                                                                |                                                                     |

## 1. Purpose of this report

- 1.1 The purpose of this report is to consider the Scrutiny Board's work schedule for the remainder of the current municipal year.

## 2. Background information

- 2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

## 3. Main issues

- 3.1 The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.
- 3.2 The work programme was updated to reflect the Board initial discussions in June 2019 and is routinely considered by the Scrutiny Board at each formal board meeting.
- 3.3 Traditional items of Scrutiny work have been incorporated into the work schedule, which involve recommendation tracking of work previously undertaken by the

Scrutiny Board; performance monitoring reports and any Budget and Policy Framework items.

- 3.4 Draft Executive Board minutes from the meeting held on 7 January 2020 are attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

#### Developing the work schedule

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

#### Developments since the previous Scrutiny Board meeting

- 3.7 Further to recent discussions arrangements for a working group with representatives from the Environment, Housing and Communities Scrutiny Board to discuss Leeds City Council's car parking policy are being progressed.
- 3.8 A joint working group involving representatives from this board and the Strategy and Resources and Environment, Housing and Communities Scrutiny Boards met on 27 January 2020 to explore the Council's approach to the disposal of green spaces in the context of the declared Climate Emergency. An information item will be provided to members to summarise the outcomes of that discussion.

### **4. Consultation and engagement**

- 4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) about available resources prior to agreeing items of work.

#### **4.2 Equality and diversity / cohesion and integration**

- 4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include ‘to review how and to

what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

### **4.3 Council policies and the Best Council Plan**

- 4.3.1 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the best council objectives.

#### Climate Emergency

- 4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

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

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met.

Consequently, when establishing their work programmes Scrutiny Boards should:

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

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

- 4.5.1 This report has no specific legal implications.

### **4.6 Risk management**

- 4.6.1 This report has no specific risk management implications.

## **5. Conclusions**

- 5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board's work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

## **6. Recommendations**

- 6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2019/20.

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

- 7.1 None.

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



## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2019/2020 Municipal Year

| June                                                                                                      | July                                                                                                                                                                             | August                                      |
|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>Meeting Agenda for 19 June at 10.30 am.</b>                                                            | <b>Meeting Agenda for 31 July at 10.30 am.</b>                                                                                                                                   | <b>No Scrutiny Board meeting scheduled.</b> |
| Consider potential areas of review (including public request for Scrutiny)<br><br>Performance Report (PM) | Directors Response – Inclusive Growth Inquiry<br>(Including CLES report and Inclusive Growth Strategy, One Year on)<br>(All IGS big Ideas)<br><br>Finance – Outturn 2018/19 (PM) |                                             |
| <b>Working Group Meetings</b>                                                                             |                                                                                                                                                                                  |                                             |
|                                                                                                           |                                                                                                                                                                                  |                                             |
| <b>Site Visits</b>                                                                                        |                                                                                                                                                                                  |                                             |
|                                                                                                           |                                                                                                                                                                                  |                                             |

#### Scrutiny Work Items Key:

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

#### Inclusive Growth Strategy

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



## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2019/2020 Municipal Year

| September                                                                                                                                                                                                                      | October                                                                                                                                                  | November                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| Meeting Agenda for 4 September at 10.30 am                                                                                                                                                                                     | Meeting Agenda for 9 October at 10.30 am                                                                                                                 | Meeting Agenda for 20 November at 10.30 am                                                                                            |
| <p>Leeds Transport Strategy including Progress on the Leeds Public Transport Investment Programme</p> <p>A660 – Lawnswood Junction Proposals<br/>(Big Idea 6,7 &amp; 8)</p> <p>Policy Review – Motorcycle use of bus lanes</p> | <p>Climate Emergency – Themed discussion (invite Cllr Walshaw and Cllr Mulherin)</p> <p>Casualty Reduction and KSI (Including Road Traffic ASB) (PM)</p> | <p>Advancing Bus Service Provision Inquiry – comprehensive progress review (RT)<br/>(Big Idea 6,7 &amp; 8)</p> <p>Markets Carpark</p> |
| Working Group Meetings                                                                                                                                                                                                         |                                                                                                                                                          |                                                                                                                                       |
|                                                                                                                                                                                                                                |                                                                                                                                                          |                                                                                                                                       |
| Site Visits                                                                                                                                                                                                                    |                                                                                                                                                          |                                                                                                                                       |
|                                                                                                                                                                                                                                |                                                                                                                                                          |                                                                                                                                       |

#### Scrutiny Work Items Key:

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



## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2019/2020 Municipal Year

| December               | January                                                                                                                                                                                                                                                                                                                                                   | February                                                                                                                                                                                                     |
|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No Meeting             | Meeting Agenda for 8 Jan at 10.30 am                                                                                                                                                                                                                                                                                                                      | Meeting Agenda for 19 Feb at 10.30 am                                                                                                                                                                        |
|                        | Performance report (PM)<br>Financial Health Monitoring (PSR)<br>2020/21 Initial Budget Proposals (PDS)<br>Best Council Plan (PM – BPF)<br>Recommendation tracking – Inclusive Growth Inquiry (RT)<br><i>(All IGS big Ideas)</i><br><i>To include an update on employment support to residents with all forms of disability as per discussions 4/9/19.</i> | Housing Mix Inquiry – Recommendation Tracking and Update (see minutes) (RT)<br><i>(Big Idea 5 &amp; 8)</i><br>Digital Inclusion – Recommendation Tracking (RT)<br><i>(Big Idea 9)</i><br>Smart Cities Update |
| Working Group Meetings |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                              |
|                        | 2-4pm 27/01/20: Disposal of Green Spaces                                                                                                                                                                                                                                                                                                                  | 12.30-2.30pm: Car Parking Policy                                                                                                                                                                             |
| Site Visits            |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                              |
|                        |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                              |

#### Scrutiny Work Items Key:

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

## Scrutiny Board (Infrastructure, Investment and Inclusive Growth)

### Work Schedule for 2019/2020 Municipal Year

| March                                | April                                                                                                                                                                                                                                                                                                                                                                                                                                            | May                                  | Unscheduled                                                                                                                                                                                                                                                                |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No Scrutiny Board meeting scheduled. | Meeting Agenda for 8 April at 10.30 am                                                                                                                                                                                                                                                                                                                                                                                                           | No Scrutiny Board meeting scheduled. |                                                                                                                                                                                                                                                                            |
|                                      | <p>Inquiry – Agree Final Report(s) if any</p> <p>Sustainable Development Inquiry (RT and update on specific recommendations)<br/>(Big Idea 5 &amp; 8)</p> <p>Local Flood Risk Management Strategy – Annual Review (PM)<br/>(Big Idea 8)</p> <p>Recommendation Tracking – Information Advice and Guidance Provision in Leeds<br/>(Big Idea 3)</p> <p>Powered Two Wheeler Access to with Flow Bus Lanes –response to September recommendations</p> |                                      | <p>EB report on the progress of ‘Being Me’ strategy along with the recommendations of how the Council’s ambitions can be achieved. Due at EB in October.</p> <p>Planned consultation activity in relation to future options for the A660 Lawnswood junction proposals.</p> |
| <b>Working Group Meetings</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                                                                                                                                                                                                                                                                            |
|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                                                                                                                                                                                                                                                                            |
| <b>Site Visits</b>                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                                                                                                                                                                                                                                                                            |
|                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                      |                                                                                                                                                                                                                                                                            |

#### Scrutiny Work Items Key:

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

## **EXECUTIVE BOARD**

**TUESDAY, 7TH JANUARY, 2020**

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

Councillors A Carter, R Charlwood,  
D Coupar, S Golton, J Lewis, J Pryor,  
M Rafique and F Venner

**APOLOGIES:** Councillor L Mulherin

### **116 Exempt Information - Possible Exclusion of the Press and Public**

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

- (a) That Appendix B to the report entitled, 'Capital Receipts Programme Update and Approval of Future Disposals', referred to in Minute No. 134 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that Appendix B contains information relating to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through the inviting of best and final offers for the property/land, then it is not in the public interest to disclose this information at this point in time as this could lead to random competing bids which would undermine this method of inviting bids and affect the integrity of disposing of property/land by this process. Also, it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of offers which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

### **117 Declaration of Disclosable Pecuniary Interests**

There were no Disclosable Pecuniary Interests declared at the meeting.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 12th February, 2020

**118 Minutes**

**RESOLVED** – That the minutes of the previous meeting held on the 25<sup>th</sup> November 2019 be approved as a correct record.

**HEALTH, WELLBEING AND ADULTS**

**119 Leeds Safeguarding Adults Board Annual Report 2018/19**

The Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board's Annual Report for 2018/19, together with an 'easy read' version and also a copy of the associated Strategic Plan. In summary, these documents summarised the Board's achievements over the past 12 months and set out its ambitions for the coming year.

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Together with the Independent Chair, Members discussed the key role of carers and the actions being taken to ensure that the correct balance was achieved when engaging with service users by seeking the views of both the carer and the vulnerable individual, with it being acknowledged that each case needed a tailored approach.

In response to an enquiry, the Board received details of the approaches being taken to ensure that elderly and vulnerable individuals continued to have channels of communication that they felt comfortable using when engaging the Local Authority and others, in order to avoid this area becoming a source of isolation.

**RESOLVED –**

- (a) That the contents of the Leeds Safeguarding Adults Board Annual Report 2018/19, together with the Board's Strategic Plan, as appended to the submitted report, be noted;
- (b) That the strategic aims and ambitions of the Leeds Safeguarding Adults Board to make Leeds a safe place for everyone, be supported.

**CHILDREN AND FAMILIES**

**120 Leeds Safeguarding Children Partnership Annual Report 2018/19: Evaluating the Effectiveness of Safeguarding Arrangements in Leeds**

The Director of Children and Families submitted a report presenting the annual report of the Leeds Safeguarding Children Partnership (LSCP) for 2018/19 which highlighted the areas of strength and progress as well as areas for development across the safeguarding structures.

The Board welcomed Dr. Mark Peel, the outgoing Independent Chair of the LSCP and Jasvinder Sanghera CBE, current Independent Chair as of October 2019 to the meeting, who were in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Draft minutes to be approved at the meeting  
to be held on Wednesday, 12th February, 2020

Members discussed the emerging national issue of unregulated and unregistered provision for looked after children and care leavers. Members were informed that in Leeds all placements were quality assured and that there were robust arrangements in place to monitor and support looked after children. Also, it was reported that it was intended to request that a report be submitted to the LSCP on this matter.

Further to this, and in response to a specific enquiry, it was confirmed that the LSCP had not recently considered the issue of unregistered educational provision in Leeds, however, Members received further information on the actions being taken in this area, with reference being made to the work of the Area Inclusion Partnerships, and it was requested that further to this discussion, this wide ranging matter be taken away by the directorate with further information being reported to the Executive, as appropriate and in due course.

Also, in response to a specific enquiry regarding the practice of marriage between first cousins and the associated increased health risks, the Board was provided with information on the actions which were being taken to raise the awareness of such health risks across the relevant communities.

**RESOLVED –**

- (a) That the contents of the Leeds Safeguarding Children Partnership's Annual Report for 2018/19, as appended to the submitted report, be noted and endorsed;
- (b) That the safeguarding priorities for the city, as identified in the Leeds Safeguarding Children Partnership Annual Report for 2018/19, be noted and endorsed.

**121 Inspection of Youth Justice Services in Leeds**

The Director of Children and Families submitted a report which detailed the outcome and response to the inspection of the Leeds Youth Justice Service by Her Majesty's Inspectorate of Probation (HMIP) and which sought endorsement to working with the Inspectorate in a forthcoming review of the methodology applied to Out of Court Disposals.

As part of the introduction to the submitted report, the Executive Member for Children and Families invited the Board to request that this matter be referred to Scrutiny Board (Children and Families) in order to enable the outcomes and implications arising from this inspection to be considered in greater detail.

As part of a broad discussion on this matter, Members discussed:

- the inspection outcomes for Leeds;
- the new inspection framework;
- the approach being taken by Leeds in this area - with specific reference made to restorative work in discouraging young people from reoffending;

- how the Authority was responding to the judgement of the inspection – with reference being made to the action plan which had been established; and
- the involvement of Leeds in the national review which was being undertaken.

**RESOLVED –**

- (a) That the results of the Youth Justice Service inspection, as detailed within Appendix 1 to the submitted report, together with the work that is underway to address areas for further development, be noted;
- (b) That the intention for the Youth Justice Service in Leeds to work with Her Majesty's Inspectorate of Probation to support the review of the methodology applied to inspecting Out-of-Court Disposal, be endorsed;
- (c) That the improvement and action plan, as detailed at Appendix 2 to the submitted report, be endorsed;
- (d) That the inspection report of Youth Justice Services in Leeds together with the outcomes arising from the inspection be referred to Scrutiny Board (Children and Families) in order to enable the outcomes and implications arising from this inspection to be considered in greater detail.

**LEARNING, SKILLS AND EMPLOYMENT**

**122 Outcome of statutory notice on the expansion of East SILC – John Jamieson onto two additional sites**

Further to Minute No. 75, 18<sup>th</sup> September 2019, the Director of Children and Families submitted a report detailing a proposal brought forward to meet the Local Authority's duty to ensure a sufficiency of learning places including provision for children and young people with Special Educational Needs and Disabilities (SEND). Specifically, the submitted report presented the outcome of a Statutory Notice regarding a proposal to expand generic specialist school provision at East Specialist Inclusive Learning Centre (SILC) – John Jamieson to 400 places by expanding onto two new additional sites, creating an additional 150 places: 50 primary places at the Oakwood building and 100 secondary places at the former Shakespeare site.

**RESOLVED –**

- (a) That the proposal to permanently expand specialist provision at East SILC – John Jamieson to 400 places, expanding onto two new additional sites: the former Shakespeare primary school and the Oakwood building, with effect from January 2020, be approved;
- (b) That it be noted that the implementation of the proposals is subject to funding being agreed based upon the outcome of further detailed design work, as indicated at section 4.4.1 of the submitted report;

- (c) That the recommendation to exempt the resolutions (a) – (d) from Call In for the reasons as set out at paragraph 4.5.2 of the submitted report, be approved;
- (d) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions above were exempted from the Call In process, as per resolution (c) above, and for the reasons as detailed within section 4.5.2 of the submitted report)

## **COMMUNITIES**

### **123 Investing in our Neighbourhoods - A Review of the Investment in Holbeck**

Further to Minute No. 108, 16<sup>th</sup> November 2016, the Director of Resources and Housing submitted a report providing an update on the investment approved in July and November 2016 for the LNA (Leeds Neighbourhood Approach) in Holbeck and the investment in group repair, specifically in the Recreations. The report also provided details of other activities which have complemented the investment as part of the Council's and partners' activity in this area to address issues of deprivation.

The progress which had been made as a result of this initiative was welcomed, and the importance of continuing the positive work in that part of the city to complement ongoing major developments, was highlighted.

Responding to a Member's enquiry, it was noted that the submitted report contained details of how the actions taken had made tangible differences for those living and working in the area. Also, further to this, it was acknowledged that the submitted report focussed upon the housing led investment undertaken in the Holbeck area, however, with regard to the ongoing work in priority neighbourhoods it was intended that further reports would be submitted to the Board regarding the impact of that work, which would include reference to the latest Indices of Multiple Deprivation statistics.

**RESOLVED** – That the contents of the submitted report, be noted.

### **124 Community Asset Transfer of St. Matthew's Community Centre to 'Holbeck Together' (Previously known as 'Holbeck Elderly Aid')**

The Director of City Development and the Director of Communities and Environment submitted a joint report which sought approval for the Community Asset Transfer of St Matthew's Community Centre to 'Holbeck Together' by way of a 6 year lease alongside an agreement to lease for a longer term period, subject to the future submission and approval of a business plan.

**RESOLVED –**

- (a) That the principle of a Community Asset Transfer of St. Matthew's Community Centre in Holbeck to 'Holbeck Together', be agreed, subject to the conditions precedent, as outlined in paragraph 3.4 of the submitted report being satisfied;
- (b) That following the approval of resolution (a) above, a 6 year lease to 'Holbeck Together' as an interim proposal, be agreed;
- (c) That the necessary authority be delegated to the Director of City Development to enable the Director to finalise the terms of the lease arrangements to 'Holbeck Together' for both the 6 year and longer term lease, as well as the agreement to lease;
- (d) That it be noted that the Chief Officer, Asset Management and Regeneration will be responsible for ensuring that the resolutions arising from the submitted report are implemented;
- (e) That revenue funding to 'Holbeck Together' (formerly known as 'Holbeck Elderly Aid') of up to £143,747 over a five year period, to be implemented by the Director of Communities and Environment, be approved.

**125 Promoting Affordable Warmth**

The Director of Resources and Housing and the Director of Communities and Environment submitted a joint report providing an update on the Council's approach towards tackling fuel poverty in the city.

In considering the submitted report, a Member highlighted the importance of ensuring that as part of this initiative, service users, specifically the elderly and vulnerable, had channels of communication that they were comfortable using when engaging the Local Authority on this issue.

**RESOLVED –**

- (a) That agreement be given for the Director of Resources and Housing to invite the Leeds Poverty Truth Commission to become a member of the Affordable Warmth Partnership and act as consultee for Leeds Affordable Warmth Plan;
- (b) That the Board endorse the approach being taken to continue to listen to people's lived experience of cold and damp housing conditions, better understand the barriers which people are facing, and wherever possible take action locally through co-production, such as improve service provision, or use the Council's influencing powers to change national policy and regulation;
- (c) That the Board's endorsement be provided to ensuring that digital solutions to assess and alleviate fuel poverty do not lead to further marginalisation and exclusion of those most in need.

## **INCLUSIVE GROWTH AND CULTURE**

### **126 Update on Leeds City Council's preparations for the UK's exit from the European Union**

Further to Minute No. 103, 25<sup>th</sup> November 2019, the Chief Executive submitted a report providing a further update on the preparations that Leeds City Council has been making for the UK's exit from the European Union.

The Chief Executive provided an update regarding the dialogue which continued to be undertaken with representatives of different sectors and partners on the preparations being made in this area.

In considering this matter, the Board agreed to continue the cross-party Member working group, with a suggestion that a meeting be scheduled as appropriate, in order for the working group to further consider how best to progress such preparations.

#### **RESOLVED –**

- (a) That the current national position, together with the Council's next steps to prepare the Council and the city for the UK's exit from the EU, be noted;
- (b) That agreement be given for the cross-party Member working group to continue, with a suggestion that a meeting be scheduled as appropriate, in order for the working group to further consider how best to progress such preparations.

### **127 Northern School of Contemporary Dance**

The Director of City Development submitted a report which set out the important role of the Northern School of Contemporary Dance as a cultural anchor institution in the city and detailed the collaborative work underway with the Council to secure its sustainability and growth as a key stakeholder based in Chapeltown.

Responding to a Member's enquiry, it was confirmed to the Board that the properties at 133-135 Chapeltown Road were in private ownership and that constructive talks with the owners of those properties and the Northern School of Contemporary Dance were ongoing.

#### **RESOLVED –**

- (a) That the Board's support for the Northern School of Contemporary Dance (NSCD) as a key anchor cultural institution in the city and in its plans for expansion, be confirmed;
- (b) That the Board's support in relation to assisting the NSCD to remain and meet its ambitions within the Chapeltown area, be confirmed, with the Board also recognising the NSCD's important role within the local community;

- (c) That agreement be given for the Council to continue to work collaboratively with the NSCD in securing a site for expansion, and if appropriate, for the Board to receive a further report at the earliest opportunity setting out whether there is a case for the Council to use its statutory powers in land assembly.

#### **128 Initial Budget Proposals for 2020/21**

The Chief Officer (Financial Services) submitted a report which presented the Council's initial budget proposals for 2020/21, and which sought agreement for them to be submitted to Scrutiny for consideration, and also used as a basis for wider consultation with stakeholders.

Responding to a Member's enquiry, the Board received further information regarding the 'New Towns Fund', an initiative which had been announced by the Government.

#### **RESOLVED –**

- (a) That the initial budget proposals for 2020/21, as detailed within the submitted report, be agreed, with the Board's agreement also being provided for them to be submitted to Scrutiny and also for the proposals to be used as a basis for wider consultation with stakeholders;
- (b) That the initial budget position for 2021/22 and 2022/23 be noted, with it also being noted that savings proposals to address the updated estimated budget gaps of £47.4m and £29.9m for 2021/22 and 2022/23 respectively will be reported to a future meeting of the Executive Board;
- (c) That it be noted that the proposal to approve the implementation of an additional Council Tax premium on any dwelling where the empty period is at least five years, from 100% to 200% premium, will be determined by Full Council in January 2020;
- (d) That the Board's agreement be given for Leeds City Council to become a member of the new North and West Yorkshire Business Rates Pool for 2020/21 and act as lead authority for it, with it being noted that the establishment of this new Pool will be dependent upon none of the other proposed member authorities choosing to withdraw within the statutory period after designation;
- (e) That with regard to the final year of Government funding to offer discretionary relief to businesses most impacted by the 2017 Business Rates Revaluation, the Board's agreement be provided for this to be distributed to childcare businesses in the city.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and S Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

(The resolutions referred to within Minute No. 128 (a), (b) and (c) (above) given that these were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In, as Executive and Decision Making Procedure Rule 5.1.2 states that the power to Call In decisions does not extend to those decisions made in accordance with the Budget and Policy Framework Procedure Rules.

However, the resolutions referred to in Minute No. 128 (d) and (e) were eligible for Call In, given that these were decisions not being taken as part of the Budget and Policy Framework Procedure Rules)

## **ENVIRONMENT AND ACTIVE LIFESTYLES**

### **129 Experimental Traffic Regulation Order to Facilitate the Unobstructed Passage of Waste Collection Vehicles**

The Director of City Development and the Director of Communities and Environment submitted a joint report which set out key considerations for the principle of introducing an experimental citywide Traffic Regulation Order (TRO) to facilitate the safe passage of vehicles, primarily refuse wagons, at locations where access was currently a regular problem.

Responding to a Member's enquiry, the Board was assured that TRO restrictions would only be put in place on highways where Ward Members were supportive of such action, and due to the experimental nature of the TRO, it would allow the restrictions to be amended if appropriate, for example, in response to feedback received from Ward Members.

Members also received further information regarding the use and provision of experimental TROs.

#### **RESOLVED –**

- (a) That the contents of the submitted report be noted;
- (b) That the principle to introduce an Experimental Traffic Regulation Order to address obstructive and indiscriminate parking at numerous locations across the Leeds district, be approved, with a view to introducing various waiting restrictions to aid and facilitate the Council's safe and timely collection of household kerbside waste;
- (c) That the following be noted:-
  - (i) The design and implementation of the scheme is programmed to commence in January 2020, with completion by May 2020; and
  - (ii) That the Chief Officer of Highways and Transportation will be responsible for the implementation of such matters.

### **130 Proposal for Woodland Creation**

The Director of Communities and Environment submitted a report which set out proposals on how the Council could lead an ambitious initiative to combat climate change with a programme of education and community engagement focussed around tree planting and woodland creation.

Responding to a Member's enquiry, the Board received further information on the potential and capacity to grow and plant more mature trees in future and the most effective ways to establish mature tree canopies. Members also discussed the use of the planning process in promoting this agenda and the cross-directorate partnership working required to progress this.

The Board received further information on the longer term work being undertaken in this area including the potential to use land other than that owned by the Council for woodland creation and developing the scale of the initiative to include the wider region. Members also considered the raising of community awareness regarding woodland management, the development of the 'woodland economy' and the promotion of skills in this area.

The intention to submit a report to the June 2020 Executive Board regarding the proposed White Rose Forest strategy was noted.

Also, the Board highlighted the links between woodland creation and ongoing work regarding flood alleviation scheme provision, with a suggestion being made that further information be submitted to the Board in due course around the potential use of appropriate land located on the flood plain for tree planting and woodland creation.

#### **RESOLVED –**

- (a) That the approach to education, conservation and tree planting, as detailed within the submitted report, be approved, and that support be provided for the initial allocation of a minimum of 25 hectares of Council land for woodland planting each year;
- (b) That approval be given to inject £0.35m per year annually into the Capital Programme over the next 5 years, with it being noted that this will include external funding of £50k in the first year, with a target to increase this by a further £50k in each subsequent year;
- (c) That the necessary authority be delegated to the Director of Communities and Environment, to enable the Director to agree the required 'authority to spend' approvals for the full scheme, subject to consultation with the Executive Member for Environment and Active Lifestyles;
- (d) That it be noted that the Chief Officer, Parks and Countryside will be responsible for the implementation of this project, with an anticipated review each year to 2024/25.

#### **RESOURCES**

##### **131 Best Council Plan Refresh 2020/21 to 2024/25**

The Director of Resources and Housing submitted a report setting out proposals to update the Best Council Plan for the period 2020/21 –

2024/25, and which sought approval to undertake engagement with Scrutiny Boards on the proposals in accordance with the Budget and Policy Framework Procedure Rules.

**RESOLVED –** That the following be approved:-

- (a) That engagement be undertaken with Scrutiny on the emerging Best Council Plan in accordance with the Budget and Policy Framework Procedure Rules;
- (b) The approach set out within the submitted report to refresh the Best Council Plan for the period 2020/21 to 2024/25;
- (c) That the Director of Resources and Housing will be responsible for developing the Best Council Plan for its consideration by this Board and Full Council in February 2020 alongside the supporting 2020/21 Budget proposals.

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

### **132 Financial Health Monitoring 2019/20 – Month 7**

The Chief Officer, Financial Services submitted a report which set out the Council's projected financial health position for 2019/20 as at Month 7 of the financial year.

Responding to a Member's enquiry, the Board received further information on the current position regarding Business Rates appeals and the impact of this upon the Collection Fund.

**RESOLVED –**

- (a) That the projected financial position of the Authority as at Month 7 of the financial year, as detailed within the submitted report, be noted;
- (b) That with regard to the risk that the budgeted level of capital receipts may not be receivable in 2019/20, the progress made to date and the work which is ongoing to identify budget savings proposals that will contribute towards the delivery of a balanced budget position in 2019/20, be noted.

### **133 Capital Receipts Programme Update and Approval of Future Disposals**

The Director of City Development submitted a report providing an update in relation to the Capital Receipts Programme, which sought support for the continued disposal of surplus property assets, and which recommended the disposal of a number of key sites.

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

**RESOLVED –**

- (a) That the contents of the submitted report, which provides an update on the Capital Receipts Programme, be noted;
- (b) That the continued disposal of surplus property assets through the Capital Receipts Programme, be supported, and that the list of properties detailed in Appendix A to the submitted report which are currently scheduled for disposal in the next three years, be noted;
- (c) That the schedule of sites, as detailed in Appendix A to the submitted report, be approved as the Council's Capital Receipts Programme of surplus land and property for disposal;
- (d) That approval be given to the Director of City Development to enter into formal one-to-one discussions with the Taylor Wimpey and Redrow consortium on the sale of the Council's land in the Southern Quadrant of the East Leeds Extension, and that subject to the outcome of those negotiations, the Director of City Development be requested to bring back a report to Executive Board to either agree the terms of the sale negotiated, or alternatively agree proposals for the sale of the land on the open market;
- (e) That separately, but in parallel with resolution (d) above, approval be given for the Director of City Development to negotiate and enter into a collaboration agreement with the Taylor Wimpey and Redrow consortium on the development of a single planning application for the Southern Quadrant of the East Leeds Extension and associated land equalisation issues, in consultation with the Executive Member for Resources and the Executive Member for Climate Change, Transport and Sustainable Development.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and S Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

**CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT**

**134 Climate Emergency Update**

Further to Minute No. 202, 17<sup>th</sup> April 2019, the Director of Resources and Housing submitted a report presenting an update on the progress which had been made since the Climate Emergency declaration by the Council in March 2019. The report also detailed and sought approval of the proposed targets and related actions aimed at achieving the Council's and the city's ambitions in this area.

Members welcomed the submitted report and whilst the progress made in addressing the Climate Emergency by Leeds was acknowledged, the need to continue this ambitious programme of work was highlighted.

The scale of the public consultation undertaken to date, together with the ongoing engagement with a range of sectors and partners was also acknowledged, with emphasis being placed upon the need to continue such an inclusive approach. Members also highlighted the need to continue to make representations to Government about the establishment of further local powers and freedoms to help address this emergency.

Emphasis was also placed upon the importance of meeting the challenge of progressing the climate emergency agenda, whilst at the same time further promoting inclusive growth across the city, in order to continue to support the most vulnerable.

Members reiterated the need to ensure that in addition to working cohesively with partners and the various sectors across Leeds, the Council needed to ensure that the cross-directorate relationships within the Authority worked together to effectively progress this agenda.

In conclusion, it was highlighted that further detailed discussions would be undertaken on the Climate Emergency during the forthcoming 'State of the City' event.

**RESOLVED –**

- (a) That an £800,000 injection of Capital to retrofit 7 Council buildings, be approved;
- (b) That the target to move to 100% electricity provided by green sources immediately through entering into a power purchase agreement with the ambition to continually move to more locally produced renewables over the next ten years, be approved;
- (c) That the aim to remove payment for the use of staff petrol and diesel cars by 2025, be approved;
- (d) That the target to buy only low emission fleet vehicles by 2025, be approved;
- (e) That the vision, principles, targets and investment plan for the emerging 'Connecting Leeds' Transport Strategy, be endorsed;
- (f) That the 'asks' to national government to support the action required by the government, as summarised in Annex 1 to the submitted report, to achieve 'net zero', be endorsed;
- (g) That a report be submitted to the Board in June 2020 regarding the proposed White Rose Forest Strategy for Leeds.

### **135 Connecting Leeds: A58 Beckett Street Bus Priority Corridor**

The Director of City Development submitted a report providing an update on the progress of significant schemes which have made up the 'Connecting Leeds' programme during 2019/20 and which provided details regarding the proposal to establish a bus priority corridor on the A58, Beckett Street.

It was noted that local Ward Councillors were supportive of the proposals detailed within the submitted report.

#### **RESOLVED –**

- (a) That the progress which has been made since April 2016 in developing proposals for the relevant projects benefiting from 'Connecting Leeds' funding, together with the subsequent public consultation responses, be noted;
- (b) That the injection of £14.3m Department for Transport (DfT) funding into the Bus Infrastructure programme transferred from the Rail and Bus packages delivered by the West Yorkshire Combined Authority, be approved, with the potential for future transfers of DfT funding from the Rail and Bus packages being noted, which would be subject to their deliverability within the timescales set by the DfT;
- (c) That the expenditure of £14.54m from the 'Connecting Leeds' Capital Programme to carry out detail design and construction of the A58 Beckett Street including York Street, be authorised;
- (d) That the injections of S106 Developer contributions of £431,375 for the A58 Beckett Street scheme including York Street, be approved;
- (e) That subject to ongoing consultation with the Executive Member as appropriate, it be noted that the Chief Officer, Highways and Transportation will approve the final version of the designs for construction.

### **136 Surface Access to Leeds Bradford Airport, the North West Leeds Employment Hub and Proposed Airport Parkway Station**

The Director of City Development submitted a report, which following the conclusion of a comprehensive public consultation exercise and subsequent review, presented the associated conclusions and made recommendations on the preferred approach to progressing a connectivity and surface access package for Leeds Bradford Airport and the North West Leeds Employment Hub.

Members discussed various factors relating to the revised connectivity strategy, with comments relating to the following:

- The need for the proposals to be ambitious;
- Maximising the use of any potential funding which may become available;
- Prioritising the reduction of congestion and the promotion of the Climate Emergency agenda;

- The provision of parking;
- The aim of any proposals, including the provision of a Parkway Station, to facilitate as seamless access as possible to and from the airport and the North West Leeds Employment Hub;
- The need for public consultation to be undertaken on any such proposals.

Responding to an enquiry regarding current and future rail provision in that area of the city and any proposals relating to the potential development of a Parkway Station, the Board received an update regarding the ongoing dialogue which was taking place with the West Yorkshire Combined Authority, Northern and Network Rail.

In conclusion, in addition to public sector involvement in this process, Members highlighted the key role and contribution of the airport, and emphasised how continued dialogue with the airport, the Government and other partner organisations was key to progressing this matter without delay.

**RESOLVED –**

- (a) That the contents of the submitted report together with the headline consultation responses regarding surface access improvements as detailed at paragraph 3.7 onwards of the submitted report, be noted;
- (b) That a revised connectivity package for the airport and employment hub sites be adopted, which is developed to embrace the continued development of the proposed Parkway Station and associated highway linkages between these sites;
- (c) That highway connectivity Options A, B and C as previously consulted upon, and as referenced within the submitted report, be discontinued;
- (d) That agreement be given to a review of the local highway network being undertaken, including technical feasibility work, in order to understand future connectivity and traffic options and investments that may be required due to the new strategy, with such work to take into account any relevant findings from the connectivity studies undertaken to date;
- (e) That agreement be given to further work taking place with the West Yorkshire Combined Authority in order to develop a funding strategy for the revised connectivity proposals, including a business case and delivery mechanisms that ensure the continued forward progress of the parkway station proposals;
- (f) That agreement be given for further public engagement to take place during 2020 on the updated proposals, pending the outcome of the development of the feasibility work;
- (g) That agreement be given for the Director of City Development to work with the Airport and other significant employers in this part of the city to

create an exemplary travel plan which has enhanced sustainability, carbon reduction and improved public transport connections at its core;

- (h) That the Director of City Development be requested to report back on the progress being made on these matters in 2020 upon the completion of further technical due diligence, feasibility work and public engagement.

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

**DATE OF PUBLICATION:** THURSDAY, 9<sup>TH</sup> JANUARY 2020

**LAST DATE FOR CALL IN  
OF ELIGIBLE DECISIONS:** 5.00PM, THURSDAY, 16<sup>TH</sup> JANUARY 2020