



SCRUTINY BOARD (CITY DEVELOPMENT)

Meeting to be held in Civic Hall, Leeds on
Tuesday, 9th June, 2009 at 10.00 am

A pre-meeting will take place for ALL Members of the Board
in a Committee Room at 9.30 am

MEMBERSHIP

Councillors

- R Pryke (Chair) - Burmantofts and
Richmond Hill;
- C Beverley - Morley South;
- R Harington - Gipton and Harehills;
- M Lobley - Roundhay;
- N Taggart - Bramley and
Stanningley;
- G Wilkinson - Wetherby;
- A Ogilvie - Beeston and
Holbeck;
- S Armitage - Cross Gates and
Whinmoor;
- T Murray - Garforth and
Swillington;
- S Bentley - Weetwood;
- R Downes - Otley and Yeadon;
- D Schofield - Temple Newsam;
- T Grayshon - Morley South;

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstance shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To declare any personal/prejudicial interests for the purpose of Section 81(3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p>	
6			<p>MINUTES OF LAST MEETING</p> <p>To confirm as a correct record the minutes of the meeting held on 21st April 2009.</p>	1 - 4
7			<p>CONSTITUTIONAL AMENDMENTS</p> <p>To consider the attached report of the Head of Scrutiny and Member Development providing the Board with information and guidance reflecting recent amendments of the Council's Constitution which directly relate to and/or impact on the work of Scrutiny Boards.</p>	5 - 26
8			<p>APPOINTMENT OF CO-OPTED MEMBERS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development seeking the Board's formal consideration for the appointment of co-opted members to the Board.</p>	27 - 30

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>INPUT TO THE WORK PROGRAMME 2009/10 - SOURCES OF WORK AND ESTABLISHING THE BOARD'S PRIORITIES</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development which provides information and guidance to assist the Board in developing its work programme for 2009/10.</p>	31 - 64
10			<p>REQUEST FOR SCRUTINY OF THE CONSULTATION PROCESS CARRIED OUT TO DETERMINE WHETHER TO GO AHEAD WITH A DESIGNATED BBQ AREA ON WOODHOUSE MOOR</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development attaching a request for scrutiny received from Ward Councillors representing Hyde Park and Woodhouse Ward and Headingley Ward concerning the consultation process carried out to determine whether to go ahead with a designated BBQ area on Woodhouse Moor.</p>	65 - 68
11			<p>KPMG - SCRUTINY REVIEW - MAY 2009</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development which presents the findings of the recent KPMG external audit review of the Scrutiny function in Leeds and management's response to the review's recommendations.</p>	69 - 108
12			<p>DETERMINING THE WORK PROGRAMME 2009/10</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development to determine the Scrutiny Board (City Development)'s work programme for 2009/10.</p>	109 - 116

Item No	Ward/Equal Opportunities	Item Not Open		Page No
13			<p>DATES AND TIMES OF FUTURE MEETINGS</p> <p>To note the following proposed dates and times of future meetings:-</p> <p>Tuesday 9th June, 2009 Tuesday 7th July, 2009 Tuesday 1st September, 2009 Tuesday 13th October, 2009 Tuesday 10th November, 2009 Tuesday 8th December, 2009 Tuesday 12th January, 2010 Tuesday 9th February, 2010 Tuesday 9th March, 2010 Tuesday 6th April, 2010</p> <p>All at 10.00am (Pre-meetings at 9.30am).</p>	

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Agenda Item 6

SCRUTINY BOARD (CITY DEVELOPMENT)

TUESDAY, 21ST APRIL, 2009

PRESENT: Councillor R Pryke in the Chair

Councillors C Beverley, R Harington,
A Hussain, J Jarosz, G Wilkinson,
J Matthews and A Ogilvie

105 Declaration of Interests

No Member declarations of interests were made.

106 Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Barker, Gettings, R Procter and Lobley.

107 Minutes of Last Meeting

Members had been circulated with a revised **Minute No. 101** incorporating suggested amendments to four particular paragraphs to read now as below:

‘The Executive Board Member referred to some of these pressures including the state of the national economy, falling income as a consequence of fewer planning applications being submitted and falling visitor numbers at our sports centres. He referred specifically to LSP-TP1E – a Leeds Strategic Plan Partnership Agreed indicator which relates to new customers on low incomes accessing credit union services.’

‘Attention was also drawn to LSP-EE1A – a Leeds Strategic Plan Partnership Agreed indicator (support the establishment of 550 new businesses). The Director informed the meeting that there was a lack of clarity in these figures and referred Members to LEG11 which gave a more accurate assessment of the number of new businesses that had been created.

Some Members expressed the view that perhaps some of the targets were not stretching the department enough. In response, the Director informed the meeting that targets were reviewed regularly and some were agreed with government and some with partners.

Members asked about Climate Change and specifically the carbon reduction targets and the Head of Policy, Performance and Improvement explained the complex nature of NI 185, a Leeds Strategic Plan Government Agreed indicator, and outlined the progress being made.’

RESOLVED - That subject to the above amendments to Minute No. 101, that the Minutes of the meeting held on 17th March 2009 be confirmed as a correct record.

108 Update on the Management and Capacity of the Planning Compliance Service

The Chief Planning Officer submitted a report providing Members with a further update on the actions being taken to implement changes to improve the process management and increase the capacity of the planning enforcement service. This follows a report to the Scrutiny Board (City Development) on 22nd April 2008 and an update report on 18th November 2008.

The Chair welcomed to the meeting Martin Sellens, Head of Planning Services and Jim Wigginton, Planning Compliance Manager, both City Development, to present the report and respond to queries and comments from the Board.

Information on **prosecution outcomes for Quarter 4** were reported to the Board. A **cutting from a national planning magazine**, which highlighted a successful outcome on an enforcement notice aimed at blocking the conversion of two houses in Leeds into flats for temporary accommodation for homeless people, was also circulated.

Officers expanded on the reasons why particular cases were chosen for inclusion in the **two monthly key enforcement case list reports** to Members and advised that it was intended to include **complaints referred from Parish Councillors** in the next report.

In brief summary, Members asked questions on:

- **Staffing levels**, the high **levels of expertise** required and the **recruitment process**.
- The reason for the **increase in the number of complaints received in Quarter 3**.
- What controls were available to stop **breaches of planning condition**, in particular unauthorised demolition of property.
- The possibility of giving more **publicity** to successful prosecutions, in particular in the LCC newspaper 'About Leeds'.

RESOLVED –

- (a) That the contents of the update report be noted.
- (b) That a further update report be brought to a future meeting of the successor Scrutiny Board in the new municipal year.

109 Inquiry on Residents Parking Schemes

The Head of Scrutiny and Member Development submitted a report advising Members of the decision of the Executive Board to this Board's recommendations, following its inquiry into residents parking schemes.

Attached was the joint report of the Chief Environmental Services Officer and the Director of City Development to the Executive Board on 1st April 2009, which presented the proposed responses to the recommendations of the Scrutiny Board (City Development).

The Board noted that the Executive Board resolved "That the response of the Director of City Development and the Chief Environmental Services Officer to the recommendations of the Scrutiny Board (City Development) be noted and that, for the reasons now stated, no action be taken by officers to implement these recommendations."

The Chair advised that he had attended the 1st April 2009 Executive Board to support the Scrutiny Board (City Development)'s recommendations, but unfortunately the Executive Board decided not to approve the recommendations.

RESOLVED –

- (a) That the joint report of the Chief Environmental Services Officer and the Director of City Development be noted.
- (b) That the decision of the Executive Board be noted.

110 Annual Report 2008/2009

The Head of Scrutiny and Member Development submitted a report presenting the draft of the Scrutiny Board (City Development)'s contribution to the Scrutiny Boards' Annual Report.

The Principal Scrutiny Adviser informed Members that the Scrutiny Boards' Annual Report would be submitted to Full Council for approval.

RESOLVED –

- (a) That the Scrutiny Board (City Development)'s contribution to the composite Annual Report be approved.
- (b) That it be noted, that in order to ensure that each of the Scrutiny Boards' Annual Reports followed the same order and layout, that it might be necessary to make changes when the final document was published, although the content of the report would not change.

111 Work Programme, Executive Board Minutes and Forward Plan of Key Decisions

The Head of Scrutiny and Member Development submitted a report providing Members with a copy of the Board's current Work Programme. The Forward Plan of Key Decisions for the period 1st April to 31st July 2009 and the Executive Board Minutes of 4th March and 1st April 2009 were also attached to the report.

The Principal Scrutiny Adviser advised Members that as this was the last meeting of the municipal year, the work programme only contained items for today's meeting. However, also listed were those issues identified by

Members as areas for Scrutiny, but which due to time constraints had not been addressed. Members agreed that these should be referred to the successor Board in the new municipal year and that more visits and follow up visits to the City Varieties and Grand Theatre in particular should take place.

RESOLVED –

- (a) That the Executive Board Minutes of 4th March and 1st April 2009 and the Forward Plan of Key Decisions for the period 1st April to 31st July 2009 be noted.
- (b) That the outstanding issues listed on the work programme be referred to the successor Scrutiny Board in the next municipal year.

The Chair thanked Members and officers for their attendance throughout the year and the meeting concluded at 10.50am.

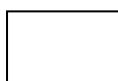
Report of the Head of Scrutiny and Member Development

Scrutiny Board: Scrutiny Board (City Development)

Date: 9th June 2009

Subject: Constitutional Amendments

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 This report provides the Board with information and guidance reflecting recent amendments of the Council's Constitution, as agreed by Council on 21 May 2009, which directly relate to and/or impact on the work of Scrutiny Boards.

2.0 Background

2.1 The Local Government Act 2000 introduced new models of governance and decision-making arrangements for local authorities in England and Wales. This included putting in place executive arrangements for decision-making through a smaller, more prominent, number of local Councillors (the Executive Board). Within the new arrangements, the overview and scrutiny function was established to hold the Executive Board to account for its decisions and to contribute to evidence-based policy development across the Council.

2.2 Through a number of legislative changes, for example the Health and Social Care Act 2001 which introduced local health scrutiny, the role and responsibilities of overview and scrutiny have expanded significantly; with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.

2.3 This report seeks to reflect on recent legislative changes, its impact on the scrutiny function and the subsequent amendments to the Council's Constitution, through changes to both the Scrutiny Board Procedural Rules and supportive guidance notes.

3.0 Constitutional amendments

- 3.1 Two recent Acts of Parliament, namely the Local Government and Public Involvement in Health Act 2007 and the Police and Justice Act 2006, have had a direct impact on the scrutiny function and required amendments to the Council's Constitution. Such amendments were agreed at the Council meeting in May 2009 and summarised below.

Councillor Call for Action (CCfA) Provisions

- 3.2 The Local Government Act 2000 included provisions to allow Elected Members to raise matters for consideration by the Council's Scrutiny Boards. This was reflected in the Council's Constitution, Scrutiny Board Procedure Rule 12 which made provision for dealing with such requests.
- 3.3 To supplement and strengthen the provisions set out in the Local Government Act 2000, the Government recently enacted provisions at Section 119 of the Local Government and Public Involvement in Health Act 2007. Referred to as 'Councillor Call for Action', these provisions give Councillors the opportunity to ask for discussions at Scrutiny Boards where *local* problems have arisen and where other methods of resolution have been exhausted.
- 3.4 Specific guidance on the process for administering a CCfA is set out in Annex 1 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Arrangements for the Scrutiny of Crime and Disorder Functions and Local Crime and Disorder Matters

- 3.5 The Police and Justice Act 2006 extends the remit of local authorities to scrutinise crime and disorder functions¹, with Part 3 of the Act stating that every local authority shall ensure it has a 'Crime and Disorder Committee' to fulfill this role. At the Council meeting in May 2009, the Environment and Neighbourhoods Scrutiny Board was assigned to undertake this role.
- 3.6 Overall, in its capacity as a crime and disorder committee, the Scrutiny Board (Environment and Neighbourhoods) has powers to:
- (a) Review or scrutinise decisions made (or action taken), in connection with the discharge of crime and disorder functions by the 'responsible authorities'²;
 - (b) Review or scrutinise any Member referred local crime and disorder matter;
 - (c) Make reports and/or recommendations to the Council or the Executive;
 - (d) Call an officer from a responsible authority to attend its meetings in order to answer questions or otherwise to provide information and to respond to reports or recommendations made by the Scrutiny Board;
 - (e) Co-opt additional members to serve on the committee, either with or without voting rights³

These additional powers are reflected in the revised terms of reference for the Scrutiny Board (Environment and Neighbourhoods).

¹ Set out in Sections 19, 20 and 21 of the Police and Justice Act 2006

² These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive

³ Details are set out in Article 6 (Scrutiny Boards: Co-opted Members)

- 3.7 Alongside the additional scrutiny powers, in its capacity as the Council's crime and disorder committee, the Scrutiny Board (Environment and Neighbourhoods) *must* meet at least once each year to fulfill its role in relation to the responsible authorities.
- 3.8 The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee.
- 3.9 For this purpose, local crime and disorder matters should be considered to encompass all community safety issues that affect all or part of the ward for which the member is elected or any person who lives or works in that area, including:
- Antisocial behaviour;
 - Other behaviour adversely affecting the local environment;
 - The misuse of drugs, alcohol or other substances
- 3.10 While the Police and Justice Act 2006 clearly provides separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral, however any crime and disorder referrals will be considered by the Scrutiny Board (Environment and Neighbourhoods), in its capacity as the Council's crime and disorder committee.
- 3.11 Specific guidance on the process for administering a *Local Crime and Disorder referral* is set out in Annex 2 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Local Involvement Networks (LINKS)

- 3.12 The Local Government and Public Involvement in Health Act 2007 gave a duty to all 150 local authorities in England with social services responsibilities, to enable the formation of a Local Involvement Network (LINK), to act as the successor to the Patient and Public Involvement Forums (PPIF) but with an extended remit covering social care.
- 3.13 Under provisions in the Local Government and Public Involvement in Health Act 2007, the local LINK has the right to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals keep the LINK informed about what actions, if any, will be taken.
- 3.14 Specific guidance on the process for administering a *Health and Social Care referral* is set out in Annex 3 of the attached Guidance Note: *Requests for Scrutiny, Including Councillor Call for Action (CCfA), Local Crime and Disorder Matters, and Health and Social Care Matters*.

Responding to inquiry report and recommendations

- 3.15 The Local Government and Public Involvement in Health Act 2007 also places a duty on the Council or Executive to consider and respond to any Scrutiny Board report and/or recommendations within two months of receipt of the report/recommendations. In referring any report / recommendations, a Scrutiny Board can require the Council or Executive to:
- Consider its report or recommendations;

- Respond, outlining any proposed action;
- Publish the response (if the Scrutiny Board has published its report and/or recommendations);
- Provide a copy of the response to the referring Member, where the matter originated from a “Councillor Call for Action”.

3.16 Where a Scrutiny Board sends its report or recommendations to another body, the body in question will also be asked to send its response to the Scrutiny Board within two months⁴, setting out:

- The views of the body
- Details of any action already taken in response to the recommendations;
- Proposed action and timescales; or
- Any reasons for inaction.

4.0 Other legislative changes

Scrutiny of Partners

4.1 Since its inception, it has been widely regarded as good practice for Scrutiny Boards to consider evidence/ information from a variety of sources, including partner and/or other outside organisations. The ability for Scrutiny Boards to require information from some outside organisations (relevant partners) is already covered in other legislation (i.e. NHS Act 2006 at Section 44 relating to Local NHS bodies for Health Scrutiny and section 20(5) of the Police and Justice Act 2006 for Crime and Disorder issues). However, with Scrutiny Boards having limited powers to require outside bodies to provide information, any requests for information have tended to be reliant on the cooperation or good will of the organisation involved.

4.2 However, Section 121 of the Local Government and Public Involvement in Health Act 2007 places a requirement on certain partner organisations⁵ to provide information to a relevant scrutiny committee when requested to do so.

4.3 While the information will relate to the partners responsibility for the delivery of LAA improvement targets, the Secretary of State has still to make regulations covering exactly what information relevant partner authorities must provide, and/or may not disclose to Scrutiny Boards. Clarity is also required on a number of issues including timescales and whether partners will be compelled to attend Scrutiny Board meetings or simply provide the information requested. Once issued, such regulations are likely to require further amendment(s) to the Council’s Constitution and associated guidance notes.

5.0 Recommendations

5.1 In fulfilling the role and function of the Scrutiny Board, Members are requested to note the amendments to the Council’s Constitution outlined in the report.

5.2 Members are also requested to note the likely changes resulting from the Secretary of State regulations regarding the provision of information from partner authorities.

⁴ For NHS bodies this time limit is 28 days (the Local Authority (Overview and Scrutiny Committee Health Scrutiny Functions) Regulations 2002. Where a Scrutiny Board has sent a report to a partnership the partnership is not required under these Rules to provide a response. Any partnership not otherwise required to provide a response will be invited to do so.

⁵ Set out in Part 5, Chapter 1 (Section 104).

6.0 Background Paper

The Council's Constitution

Local Government and Public Involvement in Health Act 2007

Police and Justice Act 2006

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GUIDANCE NOTE

REQUESTS FOR SCRUTINY, INCLUDING COUNCILLOR CALL FOR ACTION (CCfA), LOCAL CRIME AND DISORDER MATTERS AND HEALTH AND SOCIAL CARE MATTERS

1. INTRODUCTION

- 1.1. The Local Government Act 2000 introduced new models of governance and decision-making arrangements for local authorities in England and Wales. This included putting in place executive arrangements for decision-making through a smaller, more prominent, number of local councillors (the Executive Board). The overview and scrutiny function was established to hold the Executive Board to account for its decisions and to contribute to evidence-based policy development in the council.
- 1.2. In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners. Scrutiny's unique remit and enhanced public profile means that it can be the focus of many requests and suggestions for detailed investigations/inquiries.
- 1.3. Currently, there are a number of avenues for making a request for scrutiny, some of which are specifically set out in legislation. The Council's Constitution, through its Scrutiny Board Procedure Rules, makes provision for dealing with requests for scrutiny from a number of different sources and/or relating to different areas, including:
 - The Executive or Council;
 - Members of a Scrutiny Board;
 - Councillor Calls for Action (CCfA);
 - Local Crime and Disorder Matters;
 - Health and Social Care Matters;
 - Other sources, such as individual Members of Council, community groups and individual members of the public.
- 1.4. This guidance note seeks to provide general advice for Scrutiny Boards and Officers dealing with requests for scrutiny, along with more specific advice on:
 - Councillor Calls for Action (CCfA)¹;
 - Local Crime and Disorder Matters²;
 - Health and Social Care Matters;

2. BACKGROUND

- 2.1. Scrutiny's unique remit means that it is often in an excellent position to examine the links between organisations and see where working collaboratively could deliver enhanced services for local people. As such, Scrutiny Boards are often well placed to:
 - Use a variety of tools to identify areas for review;

¹ As set out in Section 119 of the Local Government and Public Involvement in Health Act 2007

² As set out in Section 19 of the Police and Criminal Justice Act 2006

- Obtain all the information required to identify any shortcomings in specific areas;
 - Discuss matters of concern with those both in receipt of services and those responsible for service delivery;
 - Produce reports and make appropriate recommendations for improvement.
- 2.2. As such, where areas for improvement have been identified and/or where matters remain unresolved, the ability to give an issue wider consideration by referring it to one or more of the Council's Scrutiny Boards should be regarded as a useful additional tool.

3. REQUESTS FOR SCRUTINY

General requests for scrutiny

- 3.1. Requests for scrutiny can emerge from a variety of sources and/or relate to a range of different areas (as set out in paragraph 1.3).
- 3.2. In broad terms, the Scrutiny Board Procedure Rules provide details of how requests for scrutiny from different sources should be administered. This can be summarised as follows:
- All requests for scrutiny received will be added to the agenda of the next ordinary meeting of the relevant Scrutiny Board;
 - Interested parties will be notified of the date, time and location of the Scrutiny Board meeting where a request for scrutiny will be considered;
 - At that meeting, the Scrutiny Board will determine whether or not to undertake a specific inquiry.
- 3.3. When deciding whether or not to undertake a scrutiny inquiry, a Scrutiny Board may usefully wish to consider and confirm whether:
- The matter raised relates The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
 - The matter raised relates solely to an individual and is being or should be pursued via the Council's and/or other existing complaints procedure.
 - A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the request for scrutiny to an existing work item.
 - The matter might more usefully be considered and referred to an alternative Scrutiny Board (i.e. as part of another inquiry and/or Scrutiny Board work programme).
 - The matter raised is of sufficient significance and has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to tangible improvements.
- 3.4. Where a Scrutiny Board is minded to undertake an inquiry as a result of a request for scrutiny, the Scrutiny Board will also consider:
- How the request meets the inquiry selection criteria;

- The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.
- 3.5. The decision whether or not to further investigate matters raised by a request for scrutiny is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.
- 3.6. Notification of the Scrutiny Board's decision (i.e. whether or not to investigate the matter(s) raised) will be provided based on the source of the original request, as follows:
- The Executive or Council – a detailed minute of the Scrutiny Board decision;
 - Members of a Scrutiny Board – a detailed minute of the Scrutiny Board decision;
 - Individual Members of Council – a detailed minute of the Scrutiny Board decision, followed by a letter on behalf of the Scrutiny Board.
 - Community groups and individual members of the public – a detailed minute of the Scrutiny Board decision, followed by a letter on behalf of the Scrutiny Board.
- 3.7. Where a Scrutiny Board decides not to investigate the matter(s) raised, the notification provided will include the reason(s) for that decision.
- 3.8. Where a Scrutiny Board decides to investigate the matter(s) raised, the notification provided will include an outline of the agreed actions with an indicative timetable. Notification of any significant deviation from this timetable will subsequently be provided.
- 3.9. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be made publically available and provided to the relevant parties as soon as practicable³.

Specific requests for scrutiny

- 3.10. Guidance on specific types of requests for scrutiny are attached to this guidance note as follows:
- Annex 1 – Councillor Calls for Action (CCfA);
 - Annex 2 – Local Crime and Disorder Matters;
 - Annex 3 – Health and Social Care Matters;

³ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: COUNCILLOR CALL FOR ACTION (CCfA)

1. INTRODUCTION

- 1.1. Resolving concerns of the local community is an important element of a local councillor's role, and frequently these are resolved via a network of contacts within the organisation. However, where matters remain unresolved, the ability to give an issue wider consideration by referring it to an Overview and Scrutiny Board should be regarded as a useful additional tool.
- 1.2. In this regard, the Government has recently introduced provisions at Section 119 of the Local Government and Public Involvement in Health Act 2007 referred to as 'Councillor Call for Action', to allow Councillors the opportunity to ask for discussions at Scrutiny Boards where *local* problems have arisen and other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 1.3. This part of the guidance note relates to the process for administering a *Councillor Call for Action* (CCfA)⁴ and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. Under the provisions set out in Section 119 of the Local Government and Public Involvement in Health Act 2007, a local member may raise a matter which relates to the discharge of any function of the authority that affects all or part of the ward for which the member is elected or any person who lives or works in that area, subject to the following exclusions,:
 - a matter which is a local crime and disorder matter within the meaning of section 19 of the Police and Criminal Justice Act 2006⁵;
 - individual complaints concerning personal grievances or commercial issues⁶;
 - any matter relating to a planning decision⁶;
 - any matter relating to a licensing decision⁶;
 - any matter relating to an individual or entity where a right of recourse, review or appeal already exists⁶;
 - any matter which is vexatious, discriminatory or not reasonable to be included on the agenda for, or to be discussed at, a Scrutiny Board meeting⁶;
 - any other matters specified in an order made by the Secretary of State from time to time.

⁴ As set out in Section 119 of the Local Government and Public Involvement in Health Act 2007

⁵ Guidance on *Arrangements for the Scrutiny of Crime and Disorder Functions and Local Crime and Disorder Matters* is provided in Annex B of this guidance note.

⁶ The Overview and Scrutiny (Reference by Councillors) (Excluded Matters) (England) Order 2008 defines an 'excluded matter' and came into force on 1 April 2009.

- 2.2. There is also provision for any matter to be referred to Overview and Scrutiny that consists of an allegation of systematic failure within the Council, notwithstanding the fact that the allegation specifies matters which would otherwise be excluded.
- 2.3. Best practice guidance on Councillor Call for Action (CCfA) has been published by the Centre for Public Scrutiny and the Improvement and Development Agency⁷. Whilst this guidance is not prescriptive it provides case study examples of good practice and local authorities that piloted CCfA arrangements. The key points emphasised in the guidance include:
- CCfA is a means of last resort and should be aimed at seeking resolution where other techniques have failed;
 - senior level officer and Member commitment to resolving issues is necessary for maximum effort;
 - any local CCfA guidance to be light touch;
 - the CCfA process should be developed through a consultation process involving Members and other local partners;
 - CCfA is designed to assist Members in dealing with local ward issues – problems which affect the whole Council area should be dealt with in another way;
 - Members will need to discuss what exactly will constitute the successful resolution of the issue;
 - the forum for discussion is less important than the fact that the issue should be discussed together in its entirety.

3. COUNCILLOR CALL FOR ACTION – THE LOCAL PROCESS

Steps to be taken prior to making a Councillor Call for Action (CCfA) referral

- 3.1. The CCfA should be considered as a mechanism of last resort, where all other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 3.2. In using the CCfA provisions, a ward member (the referring Member) must have regard to the guidance issued by the Secretary of State, outlined in 2.1 above, paying particular attention to those matters deemed to be excluded.
- 3.3. Prior to referring a CCfA to a Scrutiny Board, the referring Member must have made reasonable attempts to resolve the matter using all mechanisms and resources available to them as a ward councillor.
- 3.4. As a minimum, it is expected that the referring Member will have satisfied themselves that the issue is not an excluded matter and will have made reasonable attempts to resolve the matter by approaching one or more of the following:
- the relevant Director(s) and/or Chief Officer(s)
 - the relevant Executive Board member(s)
 - any relevant partnership bodies or local groups

⁷ Available from the Publications section of the Centre for Public Scrutiny website: www.cfps.org.uk

Making a Councillor Call for Action (CCfA) referral

- 3.5. Any CCfA request should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, including details of any meetings and/or discussions that have taken place in an attempt to resolve the matter, along with any associated conclusions.
- 3.6. The purpose of providing such supporting evidence is to demonstrate that other appropriate methods of resolution have been explored and exhausted. As such, in providing any supporting evidence the referring Member should seek to demonstrate that:
 - All relevant internal routes of resolution have been followed, with sufficient time allowed to resolve the matter.
 - The matter should not be pursued via the Council's complaints procedure.
 - All relevant partner organisations have been informed of the matter (for example, through formal letters written on behalf of constituents), with sufficient time allowed to resolve the matter.
- 3.7. Where the Head of Scrutiny and Member Development deems that there is insufficient evidence to demonstrate that other methods of resolution have been exhausted then the request will be deemed invalid. In such circumstances, the Head of Scrutiny and Member Development will notify the referring Member in writing within 5 working days, detailing the reason(s) for the decision made.
- 3.8. Where a CCfA request has been deemed invalid, the referring Member shall have the right to appeal the decision of the Head of Scrutiny and Member Development. Any such appeals shall be made in writing to the Chief Democratic Services Officer within 5 working days of the original notification provided by the Head of Scrutiny and Member Development.
- 3.9. On receipt of such an appeal, the Chief Democratic Services Officer shall provide notification of the judgement made in relation to the CCfA request within 5 working days, detailing the reason(s) for the decision made. Such notification will be made in writing and provided to the referring Member and the Head of Scrutiny and Member Development.
- 3.10. The decision of the Chief Democratic Services Officer shall be final and there will be no further right of appeal.

Prior to the Scrutiny Board meeting

- 3.11. Any valid CCfA request received will be included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board. This shall include all supporting evidence⁸ provided to demonstrate that other appropriate methods of resolution have been explored and exhausted.

⁸ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

- 3.12. The Head of Scrutiny and Member Development shall notify the referring Member of the date, time and location of the Scrutiny Board meeting where the request shall be considered.
- 3.13. At the discretion of the relevant Scrutiny Board Chair, the relevant member of the Executive Board, Area Committee Chair and/or appropriate officer will be invited to attend and contribute to the discussion at the Scrutiny Board meeting where a CCfA request is being considered.
- 3.14. In order to assist the Scrutiny Board in reaching a decision on a CCfA request, the Chair of the Scrutiny Board may also choose to invite other organisation(s) and/or individual(s) to attend and contribute to the discussion at the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.15. All CCfA requests will to be looked at on their individual merits and on the basis of the evidence provided. The referring Member will be entitled to address the meeting of the Scrutiny Board when a CCfA request is being considered.
- 3.16. In considering whether or not to investigate the matter raised, the Scrutiny Board will have regard to:
- any powers which the referring Member may exercise in relation to the matter under consideration (i.e. exercise of functions by local councillors under local delegated decision-making arrangements);
 - any representations made by the referring Member as to why the matter should be investigated.
- 3.17. In order to assist the Scrutiny Board in deciding whether or not to investigate the matter(s) raised, the Chair of the Scrutiny Board may also choose to invite comments from any other organisation(s) or individual(s) deemed suitable.
- 3.18. When deciding whether or not to further investigate the CCfA, the Scrutiny Board may usefully wish to consider and confirm whether:
- There is sufficient evidence to demonstrate that:
 - All reasonable attempts have been made to resolve the matter by the referring Member.
 - The matter raised is not being progressed and all relevant service areas or partner organisations have been informed and allowed sufficient time to resolve the matter.
 - The matter is being or should be pursued via the Council's complaints procedure.
 - The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
 - A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the CCfA request to an existing work item.
 - The matter might more usefully be considered and referred to an alternative Scrutiny Board (i.e. as part of another inquiry and/or Scrutiny Board work programme).

- The matter referred has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to improvements for anyone living or working in the referring Member's ward.
- 3.19. Where a Scrutiny Board is minded to undertake an inquiry as a result of a CCfA, the Scrutiny Board will also consider:
- How the referral meets the inquiry selection criteria;
 - The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.
- 3.20. The decision whether or not to further investigate the matter(s) raised is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

- 3.21. Where a Scrutiny Board has considered a CCfA request, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the referring Member, within 5 working days of the Scrutiny Board meeting.
- 3.22. Where a Scrutiny Board decides not to investigate the matter raised, this notification will include the reason(s) for that decision.
- 3.23. Where a Scrutiny Board decides to further investigate the matter(s) raised, this notification will include an outline of the agreed actions with an indicative timetable. The referring Member will be subsequently notified of any significant deviation from this timetable.
- 3.24. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be provided to the referring Member as soon as practicable⁹.

⁹ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: LOCAL CRIME AND DISORDER MATTERS

1. INTRODUCTION

- 1.1. Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment and Neighbourhoods Scrutiny Board has been assigned to fulfil this role.
- 1.2. Overall, in its capacity as a crime and disorder committee, the Scrutiny Board has powers to:
- (a) Review or scrutinise decisions made (or action taken), in connection with the discharge of crime and disorder functions by the 'responsible authorities'¹⁰;
 - (b) Review or scrutinise any Member referred local crime and disorder matter;
 - (c) Make reports and/or recommendations to the Council or the Executive;
 - (d) Call an officer from a responsible authority to attend its meetings in order to answer questions or otherwise to provide information and to respond to reports or recommendations made by the Scrutiny Board;
 - (e) Co-opt additional members to serve on the committee, either with or without voting rights¹¹
- 1.3. In addition, the Scrutiny Board must meet to review or scrutinise decisions made, or other action taken, by the responsible authorities at least once a year.
- 1.4. This part of the guidance note relates to the process for administering a *Local Crime and Disorder referral* and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. The Police and Justice Act 2006 makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass all community safety issues that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:
- Antisocial behaviour;
 - Other behaviour adversely affecting the local environment;
 - The misuse of drugs, alcohol or other substances

¹⁰ These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive

¹¹ Details are set out in Article 6 (Scrutiny Boards: Co-opted Members)

- 2.2. While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matter, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral.

3. LOCAL CRIME AND DISORDER REFERRALS – THE LOCAL PROCESS

Steps to be taken prior to making a local crime and disorder referral

- 3.1. A local crime and disorder referral should be considered as a mechanism of last resort, where all other methods of resolution have been exhausted and failed to deliver an appropriate outcome.
- 3.2. Prior to a referring a local crime and disorder matter to the Crime and Disorder Committee, the referring Member must have made reasonable attempts to resolve the matter using all mechanisms and resources available to them as a ward councillor. As a minimum, it is expected that the referring Member will attempted to resolve the matter by approaching the 'responsible authorities' represented on the Safer Leeds Partnership Executive.

Making a local crime and disorder referral

- 3.3. Any local crime and disorder referral should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, including details of any meetings and/or discussions that have taken place in an attempt to resolve the matter, along with any associated conclusions.
- 3.4. The purpose of providing such supporting evidence is to demonstrate that other appropriate methods of resolution have been explored and exhausted. As such, in providing any supporting evidence the referring Member should seek to demonstrate that:
- All relevant internal routes of resolution have been followed, with sufficient time allowed to resolve the matter.
 - The matter should not be pursued via an existing complaints procedure.
 - Relevant responsible authorities have been informed of the matter (for example, through formal letters written on behalf of constituents), with sufficient time allowed to resolve the matter.
- 3.5. Where the Head of Scrutiny and Member Development deems that there is insufficient evidence to demonstrate that other methods of resolution have been exhausted then the referral will be deemed invalid. In such circumstances, the Head of Scrutiny and Member Development will notify the referring Member in writing within 5 working days, detailing the reason(s) for the decision made.
- 3.6. Where a local crime and disorder referral has been deemed invalid, the referring Member shall have the right to appeal the decision of the Head of Scrutiny and Member Development. Any such appeals shall be made in writing to the Chief Democratic Services Officer within 5 working days of the original notification provided by the Head of Scrutiny and Member Development.

- 3.7. On receipt of such an appeal, the Chief Democratic Services Officer shall provide notification of the judgement made in relation to the local crime and disorder referral within 5 working days, detailing the reason(s) for the decision made. Such notification will be made in writing and provided to the referring Member and the Head of Scrutiny and Member Development.
- 3.8. The decision of the Chief Democratic Services Officer shall be final and there will be no further right of appeal.

Prior to the Scrutiny Board meeting

- 3.9. Any valid local crime and disorder referral received will be included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board. This shall include all supporting evidence¹² provided to demonstrate that other appropriate methods of resolution have been explored and exhausted.
- 3.10. The Head of Scrutiny and Member Development shall notify the referring Member of the date, time and location of the Scrutiny Board meeting where the request shall be considered.
- 3.11. Where a local crime and disorder referral is being considered, the appropriate representative(s) from the relevant 'responsible authorities' represented on the Safer Leeds Partnership Executive will be invited to attend and contribute to the discussion at the Scrutiny Board meeting.
- 3.12. In order to assist the Scrutiny Board in reaching a decision on a local crime and disorder referral, the Chair of the Scrutiny Board may also choose to invite other organisation(s) and/or individual(s) to attend the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.13. All local crime and disorder referrals will to be looked at on their individual merits and on the basis of the evidence provided. The referring Member will be entitled to address the meeting of the Scrutiny Board when a local crime and disorder referral, raised by that Councillor, is being considered.
- 3.14. In considering whether or not to investigate the matter(s) raised, the Scrutiny Board will have regard to:
- any powers which the referring Member may exercise in relation to the matter under consideration (i.e. exercise of functions by local councillors under local delegated decision-making arrangements);
 - any representations made by the referring Member as to why the matter should be investigated.
- 3.15. In order to assist the Scrutiny Board in deciding whether or not to further investigate the matter(s) raised, the Chair of the Scrutiny Board may choose to invite comments from any other organisation(s) or individual(s) deemed suitable.

¹² Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

3.16. When deciding whether or not to further investigate the local crime and disorder referral, the Scrutiny Board may usefully wish to consider and confirm whether:

- There is sufficient evidence to demonstrate that:
 - All reasonable attempts have been made to resolve the matter by the referring Member.
 - The matter raised is not being progressed and all relevant service areas or partner organisations have been informed and allowed sufficient time to resolve the matter.
- The matter is being or should be pursued via an existing complaints procedure.
- The Board has considered a similar issue recently, and if so whether the circumstances and/or evidence has changed significantly.
- A similar or related issue is already included on the Board's current work programme, as it may be more appropriate to link the local crime and disorder referral to an existing work item.
- The matter referred has the potential for scrutiny to produce realistic recommendations that could be implemented and lead to improvements for anyone living or working in the referring Member's ward.

3.17. Where the Scrutiny Board is minded to undertake an inquiry as a result of a referral, the Scrutiny Board will also consider:

- How the referral meets the inquiry selection criteria;
- The impact on the Board's current work programme;
- The time available to undertake an inquiry; and,
- The level of resources required to carry out the work.

3.18. The decision whether or not to further investigate the matter(s) raised is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

3.19. Where the Scrutiny Board has considered a local crime and disorder referral, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the referring Member, within 5 working days of the Scrutiny Board meeting.

3.20. Where the Scrutiny Board decides not to investigate the matter(s) raised, this notification will include the reason(s) for that decision.

3.21. Where the Scrutiny Board decides to further investigate the matter(s) raised, this notification will include an outline of the agreed actions with an indicative timetable. The referring Member will subsequently be notified of any significant deviation from this timetable.

3.22. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the Council or the Executive Board will be provided to the referring Member as soon as practicable¹³.

¹³ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

REQUESTS FOR SCRUTINY: HEALTH AND SOCIAL CARE MATTERS

1. INTRODUCTION

- 1.1. The Local Government and Public Involvement in Health Act 2007 gave a duty to all 150 local authorities in England with social services responsibilities, to enable the formation of a Local Involvement Network (LINK). In summary, the LINK will act as the successor to the Patient and Public Involvement Forums (PPIF) but with an extended remit covering social care.
- 1.2. Under provisions in the Local Government and Public Involvement in Health Act 2007, the local LINK has the right to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals and keep the LINK informed about what actions, if any, will be taken.
- 1.3. This part of the guidance note relates to the process for administering a *Health and Social Care referral* and aims to provide guidance and assistance for Members, Scrutiny Boards and Officers in the management and consideration of such requests.

2. BACKGROUND

- 2.1. LINKs have been set up to give communities a stronger voice in how their health and social care services are delivered. Run by local people and groups, the role of a LINK is to promote involvement, to find out what people like and dislike about local services, monitor the care provided by services and use LINK powers to hold services to account.
- 2.2. Given the role and function of LINKs, the relation between the LINK and the Council's Scrutiny Boards will be key and more detailed information on this relationship is provided in a separate guidance note.
- 2.3. An important function of the LINK is the ability to refer both health and social care matters to the relevant Scrutiny Board. In turn, this places responsibility on the appropriate Scrutiny Board to acknowledge any such referrals and keep the LINK informed about the progress of any agreed actions.

3. HEALTH AND SOCIAL CARE REFERRALS – THE LOCAL PROCESS

Steps to be taken prior to making a health or social care referral

- 3.1. Under the Local Government and Public Involvement in Health Act 2007 and the Local Involvement Networks Regulations 2008, the local LINK has the right to refer any matter relating to the planning, provision and operation of health or social care services to the relevant Scrutiny Board.
- 3.2. This should not detract from the aspiration for relevant Scrutiny Boards to work closely with the LINK to ensure that knowledge about work programme items and emerging issues is regularly shared.

- 3.3. Any formal referral of such matters should be considered as a mechanism of last resort and occur in instances where the relevant health or social care service provider / commissioner has failed to provide a satisfactory response to a report/ recommendations produced by the LINK within 20 working days.

Making a health or social care referral

- 3.4. Any health or social care referral should be made in writing to the Head of Scrutiny and Member Development and be accompanied with supporting evidence, which outlines the rationale for the referral and demonstrates that the relevant health or social care service provider / commissioner has been given sufficient time to respond to the issue(s) raised.

Prior to the Scrutiny Board meeting

- 3.5. On receipt of a health or social care referral, the Head of Scrutiny and Member Development will ensure the matter, together with all the supporting evidence¹⁴ provided by the LINK, is included on the agenda of the next ordinary meeting of the appropriate Scrutiny Board.
- 3.6. On behalf of the relevant Scrutiny Board, the Head of Scrutiny and Member Development shall acknowledge receipt of any health or social care referral within 20 working days of its receipt. Within this acknowledgement, details of the date, time and location of the Scrutiny Board meeting where the referral shall be considered will also be provided.
- 3.7. Where a health or social care referral is being considered, an appropriate representative from the relevant health or social care service provider / commissioner will be invited to attend and contribute to the discussion at the Scrutiny Board meeting.

During the Scrutiny Board meeting

- 3.8. All health or social care referrals will to be looked at on their individual merits and on the basis of the evidence provided. Representatives from the LINK will be entitled to address the meeting of the Scrutiny Board where such a referral is being considered.
- 3.9. In order to assist the Scrutiny Board in deciding whether or not to act on the referral, the Chair of the Scrutiny Board may also choose to invite comments from any other organisation(s) or individual(s) deemed suitable.
- 3.10. When deciding whether or not to act on the health or social care referral, the Scrutiny Board will consider the impact of any proposed action. In particular, where a Scrutiny Board is minded to undertake an inquiry as a result of a referral, the Scrutiny Board will consider:
- How the referral meets the inquiry selection criteria;
 - The impact on the Board's current work programme;
 - The time available to undertake an inquiry; and,
 - The level of resources required to carry out the work.

¹⁴ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information

3.11. The decision whether or not to act on the referral is the sole responsibility of the Scrutiny Board. As such, any decision in this regard is final and there is no right of appeal.

After the Scrutiny Board meeting

3.12. Where a Scrutiny Board has considered a health or social care referral, the Head of Scrutiny and Member Development will provide written notification of the outcome of the Scrutiny Board's deliberations to the LINK, within 5 working days of the Scrutiny Board meeting.

3.13. Where a Scrutiny Board decides not to act on the referral, this notification will include the reason(s) for that decision.

3.14. Where a Scrutiny Board decides to act on the referral, this notification will include an outline of the proposed actions and an indicative timetable. The LINK will subsequently be notified of any significant deviation from this timetable.

3.15. A copy of any final report agreed by the Scrutiny Board and/or any recommendations made to the relevant health or social care service provider / commissioner will be provided to the LINK as soon as practicable¹⁵.

¹⁵ Subject to the provisions set out in the Local Government Act 2000 with regard to confidential and/or exempt information.

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Originator: Steven Courtney

Tel: 247 4707

Report of the Head of Scrutiny and Member Development

Scrutiny Board: City Development

Date: 9th June 2009

Subject: Appointment of Co-opted Members

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

- 1.1 The purpose of this report is to seek the Scrutiny Board's formal consideration for the appointment of co-opted members to the Board.

2.0 Background

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year. However, the appointment of co-opted members has not been considered consistently across all Scrutiny Boards.

Leeds City Council Scrutiny Review (May 2009)

- 2.2 As part of their 2008/09 Audit and Inspection Plan, KPMG (the Council's external auditors) carried out a review of the Council's Overview and Scrutiny function. The outcome of that review is presented elsewhere on the agenda, however a specific aspect relates to the appointment of co-opted members to Scrutiny Boards.
- 2.3 The relevant extract and associated recommendation from the KPMG report is detailed below:

Having attended Scrutiny meetings at LCC that had both co-opted Members on the Board and no co-opted Members there appeared to be a greater level of participation by all when the Boards contained co-opted Members. In addition the contribution made by the co-opted Members was very valuable as these Members were able to draw upon their experiences and provide a different perspective.

Currently the constitution of LCC does allow all Scrutiny Boards to have co-opted members it is just something that is not widely exercised. This is almost the opposite at Bristol City Council where there are a large number of Scrutiny Boards with co-opted Members. The Scrutiny Support Unit has however been proactive in this area and have recently taken a paper to the Scrutiny Advisory Group highlighting the benefits of having co-opted Members on Scrutiny Boards.

Recommendation Six

Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.

- 2.4 In response to this recommendation, it was agreed that each Scrutiny Board would be formally asked to consider the potential involvement of co-opted members throughout the year.

3.0 Arrangements for appointing co-opted members

General arrangements

- 3.1 It is widely recognised that in some circumstances, in particular where there is some specialist knowledge or skill, co-opted members can significantly aid the work Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members. In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

Specific arrangements

- 3.2 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board, however, there are some particular legislative exceptions. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and summarised below:

Education Representatives

- 3.3 In addition to elected Members appointed by Council, the Local Government Act 2000 states that the relevant Scrutiny Board dealing with education matters shall include in its membership the following voting representatives in accordance with statutory requirements:
- One Church of England diocese representative¹
 - One Roman Catholic diocese representative¹
 - Three parent governor representatives²

Where the Scrutiny Board deals with other non-educational matters the co-opted members may participate in any discussion but shall not be entitled to vote on those matters.

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

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

Crime and Disorder Representatives

- 3.4 In accordance with the requirements of the Police and Justice Act 2006, the Council has designated the Scrutiny Board (Environment and Neighbourhoods) to act as the Council's crime and disorder committee.
- 3.5 The overall implications of this designation are detailed elsewhere on the agenda, however there are specific powers relating to the appointment of additional members detailed in Article 6. In this regard the Scrutiny Board (Environment and Neighbourhoods) may co-opt additional members to serve on the Board, providing they are:
- An employee, officer or member of a responsible authority³ or of a co-operating person or body⁴; and,
 - Not an Executive Member
- 3.6 The Scrutiny Board (Environment and Neighbourhoods) may limit the co-opted member's participation to those matters where the Scrutiny Board is acting as the Council's crime and disorder committee.
- 3.7 Unless the Scrutiny Board (Environment and Neighbourhoods) decides otherwise, any co-opted member shall not be entitled to vote and the Board may withdraw the co-opted membership at any time.

4.0 Issue to consider when seeking to appoint co-opted members

- 4.1 Currently, there is no overarching national guidance or criteria that should be considered when seeking to appoint co-opted members. As a result, there is a plethora of methods employed within Councils for the appointment of co-optees to Overview and Scrutiny Committees (Scrutiny Boards). For example, some Councils use "job descriptions", some carry out formal interviews and some advertise for co-optees in the local press, with individuals completing a simple application form which is then considered by Members.
- 4.2 In considering or seeking the appointment of co-opted members, Scrutiny Boards may find it useful to consider that co-opted members should:
- Add value to the work of the Scrutiny Board and/or specific inquiry, by having some specialist skill or knowledge
 - Be considered as representatives of wider groups of people. For example, service user representatives, voluntary or community groups etc.
 - Not be seen as a replacement to professional advice from officers;
 - Be mindful about the extent of any potential conflicts of interest;
- 4.3 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.
- 4.4 In addition, when considering the issue of co-opted members, Scrutiny Boards should also be mindful of the role of expert witnesses and seeking information /

³ These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5. In Leeds, *Safer Leeds* is the city's Crime and Disorder Reduction Partnership, therefore the 'responsible authorities' are those bodies represented on the Safer Leeds Partnership Executive.

⁴ People or bodies with whom the responsible authorities have a duty to co-operate as set out in the Police and Justice Act 2006, Section 19(2)(b).

evidence from a variety of different sources to help fulfill the objectives of the work programme and/or a specific inquiry.

5.0 Recommendation

5.1 In line with the options available outlined in this report, Members are asked to consider the appointment of co-opted members to the Scrutiny Board.

6.0 Background Papers

- The Council's Constitution
- Police and Justice Act 2006
- KPMG Scrutiny Review May 2009



Originator: Richard Mills

Tel: 24 74557

Report of the Head of Scrutiny and Member Development

Scrutiny Board: City Development

Date: 9th June 2009

**Subject: Input to the Work Programme 2009/10 - Sources of Work and
Establishing the Board's Priorities**

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity
Community Cohesion
Narrowing the Gap

1.0 Purpose of Report

- 1.1 This report provides information and guidance to assist the Board in developing its work programme for 2009/10.
- 1.2 Relevant information from the following key sources have been extracted appropriate to this Board's responsibilities and attached to this paper to assist Members in this process (Appendix 1):
 - Council Business Plan 2008 – 2011 – Executive Summary
 - Council Strategic Plan 2008 - 2011 – Executive Summary
 - Council Business Plan 2008 -2011 – Improvement Priorities
 - List of work undertaken in the past five years.
- 1.3 Other sources of work will continue to be 'requests for scrutiny' and corporate referrals.
- 1.4 A copy of the Board's terms of reference is attached for reference purposes (Appendix 2).
- 1.5 The relevant extract from the latest Forward Plan and the most recent Executive Board minutes are also attached for consideration (Appendix 3).

2.0 Guidance

- 2.1 Over the last few years of Scrutiny Board work, experience has shown that the process is more effective if the Board seeks to minimise the number of substantial inquiries running at one time. This view is echoed within the findings of the recent

KPMG external report on the Scrutiny function in Leeds, which is discussed elsewhere in this agenda.

2.2 The Board is advised to consider the benefits of single item agendas (excluding miscellaneous information and minutes) in order to focus on all the relevant evidence and complete an inquiry in a shorter period of time. There are various mechanisms available to assist the Board in concluding inquiries quickly, such as working groups and site visits.

2.3 The agreed Memorandum of Understanding between Executive Board and Overview and Scrutiny which sits within the Council's Constitution states;

"The responsibility of those setting scrutiny work programmes is, therefore, to ensure that items of work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

It is recognised that Scrutiny Boards have a 'watching brief' role. In addition information is required for members' own development process, particularly as membership of the Boards is changed annually.

However, it is also recognised that agendas are often filled up with reports for this purpose, which takes up time for both officers and Members. Where Scrutiny Boards wish to ask questions at a general or more strategic level and/or be updated on issues already considered in detail, the facility of Members' Questions – where a verbal exchange replaces written reports - should be used.

It is expected that where ever possible prior notification is given of the likely questions to be asked."

2.4 For the past couple of years the Children's Services Board in particular has developed the approach of devoting one meeting per quarter to 'horizon scan' issues and consider performance management. This includes discussing with Executive Members and officers relevant issues. This is acknowledged within the KPMG report as good practice.

3.0 Work programming

3.1 Cllr Andrew Carter (Executive member for Development and Regeneration), Cllr John Procter (Executive member for Leisure), the Director of City Development, Jean Dent, and the Acting Chief Recreation Officer, Martin Farrington, have been invited to attend this meeting of the Board to contribute to discussions about the Board's work programme.

3.2 Following those discussions, the Board is asked to agree an outline work programme that prioritises the issues to be investigated.

4.0 Recommendations

4.1 Members are requested to use the attached information and the discussion with those present at the meeting to develop its work programme.

Background Papers

Council Business Plan 2008 to 2011 Executive Summary

About the Council Business Plan

The **Council Business Plan 2008 to 2011** is an important high level plan which outlines the ways we want to change and improve our organisation over the next three years. It sets out the internally facing business development, organisational change and process transformation activities that we will be undertaking and it ensures that we have the resources in place to deliver these.

It is the sister document to the **Leeds Strategic Plan 2008 to 11** which sets out our externally facing priorities for improving the lives of the people of Leeds. These priorities are not just for the council but are shared with our partners across the city. By changing the way we work through the Council Business Plan we will be in good shape to successfully deliver the Leeds Strategic Plan. In other words the Business Plan is the **smarter working** that helps us achieve the **better results** of the Leeds Strategic Plan.

Our ambitions within the business plan are structured around three strategic outcomes which are translated into actions through a more detailed set of improvement priorities. These are supported by performance indicators and targets to measure the progress we will make over the next three years. There are also three big ideas which bring together the key themes of the plan and provide a focus for our efforts. These outcomes and improvement priorities are shown on the following pages.

Delivering the Plan

The Council Business Plan is translated into action through annual service plans, team plans and individuals actions and activities across the whole organisation. Everyone has a part to play in fulfilling these ambitions and they can only be achieved by working together. Many of the improvements in the plan do not work on their own and are linked together. For example, to improve leadership we need to make sure our leaders have good skills, are fully trained, are given feedback, and have clear policies to support them. The Business Plan will help us to co-ordinate these changes effectively.

Senior officers from across the council have responsibility for co-ordinating and delivering the improvement priorities and we have arrangements in place to monitor our progress on a regular basis and at the highest level.

Further information

For further information about the Council Business Plan 2008 to 2011 please contact:

councilplan@leeds.gov.uk
0113 224 3462

Or visit the intranet pages of the Policy Performance and Improvement team.

Business Outcome 1
We are a values led organisation and our people are motivated and empowered

BIG IDEA
We will take significant steps to reduce our carbon emissions

By 2011 we want to:

Organisational Design and Workforce Planning

- Ensure we have the right staff, in the right place with the right skills at the right time
- Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals
- Improve understanding and transparency of our decision-making and accountability processes

Leadership

- Improve leadership at all levels including officers and elected members
- Enhance our leadership of the city
- Strengthen communication (skills and mechanisms) at all levels

Democratic engagement

- Strengthen our democratic processes to improve governance and policy making
- Maximise member involvement in policy development, decision making and accountability

Equality Diversity and Cohesion and Integration

- Ensure colleagues reflect the diversity of our communities at all levels
- Ensure fair access to all our services
- Embed equality and diversity throughout the organisation

Sustainability

- Reduce the carbon emissions arising from our buildings, vehicles and operations **BIG IDEA**
- Increase the proportion of socially responsible goods and services that we procure
- Support the achievement of our strategic outcomes through our corporate social responsibility programme

Business Outcome 2
We are an intelligent organisation, using good quality information to deliver better outcomes

BIG IDEA
We will have a one council understanding of our customers

By 2011 we want to:

Information and knowledge management

- Improve our systems and processes to enable us to use our information effectively and efficiently
- Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels
- Ensure we have the right intelligence to inform our strategic planning
- Develop arrangements to protect and share information in line with legislative and regulatory requirements

Customer involvement, choice and satisfaction

- Improve our understanding of our customers
- Increase choice so customers can access services in more convenient ways
- Improve our services based on customer feedback
- Manage customer expectation and deliver on our promises
- Develop joined up and person centred services designed around the needs of our customers
- Enhance the links between front and back office services to deliver excellent end-to-end services

Stakeholder Engagement

- Increase involvement, engagement and participation of all communities especially under-represented groups
- Build trust with local communities to encourage greater engagement

Business Outcome 3
Our resources are clearly prioritised to provide excellent services and value for money

BIG IDEA
We will explore opportunities for collaboration to support our business transformation aspirations

By 2011 we want to:

Resource Prioritisation

- Deliver our 5 year financial strategy to align resources to our strategic priorities
- Embed sustainability in our resource management processes
- Consider all additional sources of funding available to support our priorities

Efficiency/Value for Money

- Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management.
- Embed value for money at all levels

Commissioning

- Implement a commissioning approach which is based on need, delivers value for money and ensures the best provider.

Service Improvement and Transformation

- Ensure strategic business transformation/improvement activity is prioritised and co-ordinated
- Enhance service improvement capacity to support business change at directorate/service level
- Embed a consistent approach to service planning which clearly links workforce planning, risk, financial and performance management.
- Explore opportunities for collaboration with private and public sector bodies BIG IDEA

Partnerships

- Develop sustainable and effective partnership governance framework

Support services

- Improve quality and efficiency of support services

Leeds Strategic Plan 2008 to 2011

Executive Summary

About the Leeds Strategic Plan

The Leeds Strategic Plan 2008 to 2011 sets out the strategic outcomes – the real changes we want to see in people's lives and the city by 2011, and improvement priorities – the key areas where we want to focus our efforts over the next three years. Clear targets have been set to measure the progress we will make over the next three years. The contents of the Plan are aligned with the eight themes in the Vision for Leeds 2004 to 2020, the sustainable community strategy for Leeds. The Leeds Strategic plan can be seen as the delivery plan for the Vision for Leeds.

Working in partnership through the Leeds Initiative, Leeds' local strategic partnership, the Council and its key partners have agreed, following extensive consultation with councillors, stakeholder groups and the public across the city, a single shared set of outcomes and priorities for the city.

The targets in the Leeds Strategic Plan have been selected after thorough study of the prospects, opportunities and challenges facing Leeds and agreed with partners in the city and with central government. The Leeds Strategic Plan is also the Local Area Agreement for Leeds, a formal agreement with central government about how to improve outcomes on our shared priorities..

At the heart of the Leeds Strategic Plan is our ambition to transform the quality of life in Leeds to see:

- people happy, healthy, safe, successful and free from the effects of poverty;
- our young people equipped to contribute to their own and the city's future well being and prosperity;
- local people engaged in decisions about their neighbourhood and community and help shape local services;
- neighbourhoods that are inclusive, varied and vibrant offering housing options and quality facilities and free from harassment and crime;
- an environment that is clean, green, attractive and above all, sustainable; and
- a city-region that is prosperous, innovative and distinctive enabling individuals and businesses to achieve their economic potential.

Our long and successful record of partnership working is a sure foundation for the delivery of these ambitious targets for Leeds. Leeds is one of only three authorities nationally to have been awarded Beacon status for the quality of partnership working and, as a Beacon authority, we will help other authorities all over the country develop effective partnerships to represent local wishes and meet local needs.

How we will deliver this plan

Leeds City Council will play a key role engaging the public and other stakeholders to shape the contents of the Leeds Strategic Plan, managing performance and reporting progress to local people. The Leeds Strategic Plan is a partnership plan and Leeds Initiative and its groups, including the Strategy Group which brings together the major public sector partners in the city as well as key representatives from the business and voluntary, community and faith sectors, will monitor and manage progress and keep the contents of the Plan relevant to the needs of Leeds. Each partner will also integrate the targets and priorities in this Plan into their work plans. Leeds City Council has produced a Business Plan to support its contribution to the Leeds Strategic Plan.



Working in partnership through the Leeds Initiative



Strategic Outcomes The real changes we want to see		Improvement Priorities – our key focus for the next three years	
Culture			
	<ul style="list-style-type: none"> • Increased participation in cultural opportunities through engaging with all our communities. • Enhanced cultural opportunities through encouraging investment and development of high quality facilities of national and international significance. 		<ul style="list-style-type: none"> • Enable more people to become involved in sport and culture by providing better quality and wider ranging activities and facilities. • Facilitate the delivery of major cultural schemes of international significance.
Enterprise and the Economy			
	<ul style="list-style-type: none"> • Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy. • Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre. 		<ul style="list-style-type: none"> • Increase innovation and entrepreneurial activity across the city • Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment • Increase international communications, marketing and business support activities to promote the city and attract investment.
Learning			
	<ul style="list-style-type: none"> • An enhanced workforce that will meet future challenges through fulfilling individual and economic potential and investing in learning facilities. 		<ul style="list-style-type: none"> • Enhance the skill level of the workforce to fulfil individual and economic potential • Improve learning outcomes for all 16 year olds, with a focus on narrowing the achievement gap. • Improve learning outcomes and skill levels for 19 year olds. • Increase the proportion of vulnerable groups engaged in education, training or employment. • Improve participation and early learning outcomes for all children, with a focus on families in deprived areas.
Transport			
	<ul style="list-style-type: none"> • Increased accessibility and connectivity through investment in a high quality transport system and through influencing others and changing behaviours 		<ul style="list-style-type: none"> • Deliver and facilitate a range of transport proposals for an enhanced transport system, including cycling and walking. • Improve the quality, use and accessibility of public transport services in Leeds. • Improve the condition of the streets and transport infrastructure by carrying out a major programme of maintenance and improvements. • Improve road safety for all our users, especially motor cyclists, pedal cyclists and pedestrians.
Environment			
	<ul style="list-style-type: none"> • Reduced ecological footprint through responding to environmental and climate change and influencing others. • Cleaner, greener and more attractive city through effective environmental management and changed behaviours. 		<ul style="list-style-type: none"> • Increase the amount of waste reused and recycled and reduce the amount of waste going to landfill. • Reduce emissions from public sector buildings, operations and service delivery, and encourage others to do so. • Undertake actions to improve our resilience to current and future climate change. • Address neighbourhood problem sites; improve cleanliness and access to and quality of green spaces. • Improve the quality and sustainability of the built and natural environment.

Strategic Outcomes The real changes we want to see	Improvement Priorities – our key focus for the next three years
Health and Wellbeing	
<ul style="list-style-type: none"> • Reduced health inequalities through the promotion of healthy life choices and improved access to services. • Improved quality of life through maximising the potential of vulnerable people by promoting independence, dignity and respect. • Enhanced safety and support for vulnerable people through preventative and protective action to minimise risks and maximise wellbeing. 	<ul style="list-style-type: none"> • Reduce premature mortality in the most deprived areas. • Reduction in the number of people who smoke. • Reduce rate of increase in obesity and raise physical activity for all. • Reduce teenage conception and improve sexual health. • Improve the assessment and care management of children, families and vulnerable adults. • Improved psychological, mental health, and learning disability services for those who need it. • Increase the number of vulnerable people helped to live at home. • Increase the proportion of people in receipt of community services enjoying choice and control over their daily lives. • Improve safeguarding arrangements for vulnerable children and adults through better information, recognition and response to risk.
Thriving Places	
<ul style="list-style-type: none"> • Improved quality of life through mixed neighbourhoods offering good housing options and better access to services and activities. • Reduced crime and fear of crime through prevention, detection, offender management and changed behaviours. • Increased economic activity through targeted support to reduce worklessness and poverty. 	<ul style="list-style-type: none"> • Increase the number of “decent homes”. • Increase the number of affordable homes. • Reduce the number of homeless people. • Reduce the number of people who are not able to adequately heat their homes. • Increase financial inclusion in deprived areas. • Create safer environments by tackling crime • Improve lives by reducing the harm caused by substance misuse • Reduce offending by managing offending behaviour better • Reduce bullying and harassment. • Reduce worklessness across the city with a focus on deprived areas. • Reduce the number of children in poverty. • Develop extended services, using sites across the city, to improve support to children, families and communities
Harmonious Communities	
<ul style="list-style-type: none"> • More inclusive, varied and vibrant communities through empowering people to contribute to decision making and delivering local services. • Improved community cohesion and integration through meaningful involvement and valuing equality and diversity. 	<ul style="list-style-type: none"> • An increased number of local people engaged in activities to meet community needs and improve the quality of life for local residents. • An increase in the number of local people that are empowered to have a greater voice and influence over local decision making and a greater role in public service delivery. • Enable a robust and vibrant voluntary, community and faith sector to facilitate community activity and directly deliver services. • An increased sense of belonging and pride in local neighbourhoods that help to build cohesive communities.

Partners who have helped to draw up this Plan

Arts Council
Education Leeds
English Heritage
Environment Agency
Health and Safety Executive
Highways Agency
Jobcentre Plus
Learning and Skills Council
Leeds chamber of Commerce and Industry
Leeds Colleges
Leeds Partnership Foundation Trust
Leeds Primary Care Trust
Leeds Teaching Hospitals Trust
Leeds Voice
Museums, Libraries, Archives Yorkshire
Natural England
Re'new
Sport England
West Yorkshire Fire and Rescue Service
West Yorkshire Metro
West Yorkshire Police
West Yorkshire Police Authority
West Yorkshire Probation Service
Yorkshire Forward
Youth Offending Service

For enquiries about the Leeds Strategic Plan or to obtain a copy of the plan please:

Email: leedsstrategicplan@leeds.gov.uk

Telephone: **0113 224 346 2**

Visit our website: www.leedsstrategicplan.org.uk

Write to:
**Leeds Strategic Plan
Planning, Policy and
Improvement
2nd Floor East
Civic Hall
Leeds LS1 1UR**

If you do not speak English and need help in understanding this document, please phone: **0113 224 346 2** and state the name of your language. We will then put you on hold while we contact an interpreter. We can assist with any language and there is no charge for interpretation.

An audio cassette of the Leeds Strategic Plan can also be obtained by contacting us via one of the methods above.



Working in partnership through the [Leeds Initiative](#)



Accountable Director

CLT member with overall accountability for an improvement priority and their role is to nominate and support the Lead Officer to deliver the improvement priority - including agreeing the scope of the improvement activities on an on-going basis.

Lead Officer - the role of the lead officer is to:

Provide leadership for the delivery of the improvement priority including defining the gaps and actions required and development of a one council approach (where appropriate)
Identify contributory officers and co-ordinate their activities to ensure the improvement priority in the Council Business Plan is being delivered, including problem solving as required
Evaluate and present performance information in accordance with Council's Performance Management framework

Contributory Officer - a named person who is responsible for:

Contributing to the delivery of an improvement priority in the Council Business Plan
Has identified actions or resources to contribute to the delivery of the outcome/improvement priority
Provides information to the lead officer in accordance with Council's Performance Management framework
Attends co-ordinating/problem solving sessions as required

Supporting Delivery Board

A board through which council wide contributions may be discussed and co-ordinated, where joint approaches can be agreed and problems resolved. The board may be used to facilitate the delivery of the improvement priority but the overall leadership remains with the Lead Officer

Business Plan Outcome	Code	Improvement Priority	Aligned Indicators	Accountable Director	Lead Officer	Supporting Delivery Board
We are a values led organisation and our people are motivated and empowered	VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time	BP-4ciii Use of Resources - Workforce Planning and Development KLOE Score BP-17 Sickness Rate BP-18 Staff Turnover BP-19 % staff feeling valued BP-20 % staff had appraisal BP-21 % staff feel contribute to direction of organisation	Director of Resources	Chief Officer Human Resources	Resources and Performance Board
	VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals		Director of Resources	Chief Officer Human Resources	Resources and Performance Board
	VP-2a	Improve leadership at all levels including officers and elected members	BP-26 IP Accreditation BP-32 Direction of Travel Score (to be replaced with Managing Performance Score from Organisational Assessment under CAA)	Director of Resources	Chief Officer Human Resources	Resources and Performance Board
	VP-2b	Enhance our leadership of the city		Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Policy, Partnerships and the Leeds Initiative	CLT
	VP-2c	Strengthen communication (skills and mechanisms) at all levels		Assistant Chief Executive (Planning, Policy and Improvement)	Head of Communications	Strategic Planning and Policy Board
	VP-1c	Improve understanding and transparency of our decision-making and accountability processes	BP-4biii - Use of Resources - Good Governance KLOE Score			
	VP-3a	Strengthen our democratic processes to improve governance and policy making	BP-4biv - Use of Resources - Risk Management and internal control KLOE Score BP-29 Voter Turnout BP-37 % key decision not in forward plan	Assistant Chief Executive (Corporate Governance)	Chief Democratic Services Officer	Corporate Governance Board
	VP-3b	Maximise member involvement in policy development, decision making and accountability				
	VP-4a	Ensure colleagues reflect the diversity of our communities	BP-25a-c % top earners women, BME and disabled BP-24 % staff disabled BP-23 % staff BME	Director of Resources	Chief Officer Human Resources	Resources and Performance Board
	VP-4b	Ensure fair access to all our services	BP-14 % services accessible NI 140 Fair treatment by local services	Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Policy, Partnerships and the Leeds Initiative	Customer Strategy Board
	VP-4c	Embed equality and diversity throughout the organisation	BP-28 Implementation Equality and Diversity Scheme BP-27 Equality Standard level	Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Policy, Partnerships and the Leeds Initiative	Equality and Diversity Board
	VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA		Director of Resources	Chief Officer Corporate Property Management	Corporate EMAS Group
	VP-5b	Increase the proportion of socially responsible goods and services that we procure		Assistant Chief Executive (Corporate Governance)	Chief Procurement Officer	Corporate Governance Board
	VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme		Director of Resources	Chief Officer Resources Transformation	One Council Steering Group

Business Plan Outcome	Code	Improvement Priority	Aligned Indicators	Accountable Director	Lead Officer	Supporting Delivery Board	
We are an intelligent organisation, using good quality information to deliver better outcomes	IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels	BP-4bii - Use of Resources - Use of information KLOE Score BP-36b - % Strategic Indicators with "no concerns" for data quality	Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Policy, Partnerships and the Leads Initiative	Strategic Planning and Policy Board	
	IO-1c	Ensure we have the right intelligence to inform our strategic planning					
	IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently	BP-33 Delivery of IO programme BP-34 % staff understanding IKM BP-35 % service compliant with Info Governance BP-36a Data Quality via key systems				
	IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements			Chief Officer Business Transformation	Business Transformation Board	
	IO-2a	Improve our understanding of our customers - BIG IDEA			Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Customer Services	Customer Strategy Board
	IO-2b	Increase choice so customers can access services in more convenient ways	NI 14 Avoidable contact BP-07 Overall Resident Satisfaction				
	IO-2c	Improve our services based on customer feedback	BP-08 Volume transactions through self service BP-09 % complaints responded to in 15 days BP-13 % satisfied with complaints handling				
	IO-2d	Manage customer expectation and deliver on our promises	BP-10 % letters responded to in 10 days BP-11 % emails responded to in 10 days BP-12 % calls answered				
	IO-2e	Develop joined up and person centred services designed around the needs of our customers					
	IO-2f	Enhance the links between front and back office services to deliver excellent end-to-end services					
	IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	BP-29 Voter turn out BP-15 % residents satisfied council allows them a say BP-16 % residents who feel well informed	Assistant Chief Executive (Planning, Policy and Improvement)			
	IO-3b	Build trust with local communities to encourage greater engagement					

Business Plan Outcome	Code	Improvement Priority	Aligned Indicators	Accountable Director	Lead Officer	Supporting Delivery Board
Our resources are clearly prioritised to provide excellent services and value for money	Vfm-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities	BP-02 % Resource reprioritisation achieved BP-03 Variation from budget BP-04ai Use of Resources - Planning for financial health KLOE score BP-04aiii Use of Resources - Financial reporting KLOE score BP-05 % income collected (council tax, NDR, housing rents and sundry debtors)	Director of Resources	Chief Officer Financial Management	Resources and Performance Board
	Vfm-1b	Embed sustainability in our resource management processes				
	Vfm-1c	Consider all additional sources of funding available to support our priorities				
	Vfm-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	NI 179 Efficiency savings BP-04aii Use of Resources - Understanding costs and achieving efficiencies KLOE score BP-04cii Use of Resources - Strategic Asset Management KLOE score	Director of Resources	Chief Officers Resources and Strategy Chief Officers Resources and Strategy Chief Officer Resources Transformation	Resources and Performance Board
	Vfm-2b	Embed value for money at all levels				
	Vfm-6	Improve quality and efficiency of support services				
	Vfm-3	Implement a commissioning approach which delivers value for money and ensures the best provider	BP-04bi Use of Resources - Commissioning and Procurement KLOE score	Assistant Chief Executive (Corporate Governance)	Chief Procurement Officer	Resources and Performance Board
	Vfm-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated	BP-30 Number major project not independently assured BP-31 Number major projects rated red for effectiveness of project management arrangements	Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Business Transformation	Business Transformation Board
	Vfm-4b	Enhance service improvement capacity to support business change at directorate/service level				
	Vfm-4c	Embed a consistent approach to service planning which clearly links workforce and asset planning, risk, financial and performance management	BP-32 Direction of Travel Score (to be replace with Managing Performance score under CAA)	Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Policy, Partnerships and the Leeds Initiative	Resources and Performance Board
	Vfm-4d	Explore opportunities for collaboration with private and public sector bodies - BIG IDEA		Assistant Chief Executive (Planning, Policy and Improvement)	Chief Officer Business Transformation	CLT
	Vfm-5	Develop sustainable and effective partnership governance framework	BP-4biii - Use of Resources - Good Governance KLOE Score BP-4biv - Use of Resources - Risk Management and internal control KLOE Score	Assistant Chief Executive (Corporate Governance)	Chief Democratic Services Officer	Corporate Governance Board

Proposed Breakdown of Use of Resources Performance Indicator

	PI Code	Key Line of Enquiry
Managing finances	BP-4ai	Planning for Financial Health Does the organisation plan its finances effectively to deliver its strategic priorities and secure sound financial health?
	BP-4aai	Understanding Costs and Achieving Efficiencies Does the organisation have a sound understanding of its costs and performance and achieve efficiencies in its activities?
	BP-4aiii	Financial Reporting Is the organisation's financial reporting timely, reliable and does it meet the needs of internal users, stakeholders and local people?
Governing the business	BP-4bi	Commissioning and Procurement Does the organisation commission and procure quality services and supplies, tailored to local needs, to deliver sustainable outcomes and value for money?
	BP-4bii	Use of Information Does the organisation produce relevant and reliable data and information to support decision making and manage performance?
	BP-4biii	Good Governance Does the organisation promote and demonstrate the principles and values of good governance?
	BP-4biv	Risk Management & Internal Control Does the organisation manage its risks and maintain a sound system of internal control?
Managing resources	BP-4ci	Natural Resources Is the organisation making effective use of natural resources?
	BP-4cii	Strategic Asset Management Does the organisation manage its assets effectively to help deliver its strategic priorities and service needs?
	BP-4ciii	Workforce Planning and Development Does the organisation plan, organise and develop its workforce effectively to support the achievement of its strategic priorities?

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List of relevant work undertaken by Scrutiny in the last 5 years - Appendix 1

YEAR	SCRUTINY BOARD	TITLE OF REPORT
07-Aug	City Development	Review consultation processes
08-Sep	City Development	Statement on A660 corridor transport issues
08-Sep	City Development	Review of residents parking schemes
04-May	City Services	Highways Services
07-Aug	Culture & Leisure	River Safety Management – Wharfemeadows
04-May	Development Services	Inquiry into Landmark Leeds
06-Jul	Leisure	Leisure centres

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1. In relation to City Development,¹ to exercise the functions of a Scrutiny Board including the following:
 - (a) to review or scrutinise the exercise of any council or executive function, or any other related matter²;
 - (b) to make reports or recommendations to Council or the Executive in connection with the exercise of any functions of the Council or the Executive including proposals for changes to policies and practices;
 - (c) to receive and review external audit and inspection reports;
 - (d) to act as the appropriate Scrutiny Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework; and
 - (e) to review corporate performance indicators and to make such reports and recommendations as it considers appropriate;
 - (f) to review outcomes, targets and priorities within the Leeds Strategic Plan and to make such reports and recommendations as it considers appropriate; and
 - (g) to review or scrutinise executive decisions made but not implemented.⁴

2. To receive and monitor formal responses to any reports or recommendations made by the Board.

¹ These are

- the functions delegated to the Director of City Development under (the officer delegation scheme (council functions) and of the officer delegation scheme (executive functions);
- the functions delegated to the Chief Planning Officer under the officer delegation scheme (council functions); and
- the functions delegated to the Chief Highways Officer under the officer delegation schemes (council and executive functions).

² including matters pertaining to outside bodies and partnerships to which appointments have been made by the authority

³ under the Budget and Policy Framework Procedure Rules

⁴ which have been called-in under Rule 22 of the Scrutiny Board Procedure Rules.

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 June 2009 to 30 September 2009

Appendix 3

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Planning Appeals at Royds Lane, Rothwell and Fleet Lane, Oulton To consider the implications of the appeal decision for Council Policy on housing land supply.	Executive Board (Portfolio: Development and Regeneration)	17/6/09	None	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development steve.speak@leeds.gov.uk
Proposed Funding Agreement and works to the Woodhouse Lane Multi Storey Car Park Approval to terms in respect of an agreement for funding to support the development of the arena and proposed works to the Woodhouse Lane multi storey car park	Executive Board (Portfolio: Development and Regeneration)	22/7/09	Arena Project Board, Yorkshire Forward	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development jean.dent@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Royal Park Primary School To decline the request from the Royal Park Community Consortium for a six-month delay prior to any decision as to disposal and to seek Members approval to the selection of a purchaser of the property.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>22/7/09</p>	<p>Ward Members</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development brian.lawless@leeds.gov.uk</p>
<p>A653 Dewsbury Road Bus Priority Measures, Ring Road, Beeston Park Bus Lane Permission to construct the scheme, subject to satisfactory funding arrangements being in place on return of tenders. The works are required to provide a quality bus corridor identified in the LTP and are an intrinsic part of the Yorkshire Bus Initiative.</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>22/7/09</p>	<p>Initial Member consultation has taken place.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development</p>

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
A639 Arla Landslip To approve expenditure necessary to make the carriageway safe and keep this important link open to traffic.	Executive Board (Portfolio: Development and Regeneration)	22/7/09	N/A	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Vision for Council Leisure Centres Update To approve the proposals to deliver the Vision for Leisure Centres	Executive Board (Portfolio: Development and Regeneration)	22/7/09	Outcome of consultation was reported at the 3 rd December Executive Board	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development mark.allman@leeds.gov.uk
Capital Strategy and Asset Management Plan Approval of the Capital Strategy and Asset Management Plan	Executive Board (Portfolio: Development and Regeneration)	22/7/09		The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
Route 51/51a Bus Stop Accessibility Improvements To obtain authority to spend £715,000 to carry out consultation, design and construct improvements to improve accessibility to the bus stops along route 51/51a.	Executive Board (Portfolio: Development and Regeneration)	22/7/09	Ward Members, Emergency Services, Metro and adjacent properties	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development Keith.bristow@leeds.gov.uk
Street Design Guide Approval of Supplementary Planning Document	Executive Board (Portfolio: Development and Regeneration)	22/7/09	Already carried out	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development
A647 Armley High Occupancy Vehicle (HOV) Lane Permission to undertake detailed design and implementation of HOV lane	Executive Board (Portfolio: Development and Regeneration)	26/8/09	Internal, and external consultation with Members, Public, Emergency Services and Metro.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development oliver.priestley@leeds.gov.uk

Key Decisions	Decision Maker	Expected Date of Decision	Proposed Consultation	Documents to be Considered by Decision Maker	Lead Officer (To whom representations should be made and email address to send representations to)
<p>Middleton Park Restoration Project; Submission of Stage 2 Bid to the Heritage Lottery Fund</p> <p>To approve the submission of the Stage 2 Bid to the Heritage Lottery Fund (HLF) for Middleton Park.</p>	<p>Executive Board (Portfolio: Leisure)</p>	<p>26/8/09</p>	<p>Consultation with communities in the area, the Executive Member, with Local Ward Members and with the Heritage Lottery Fund will be ongoing during the development phase between March and July.</p>	<p>The report to be issued to the decision maker with the agenda for the meeting.</p>	<p>Acting Chief Recreation Officer martin.farrington@leeds.gov.uk</p>

NOTES

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

Executive Board Portfolios

Executive Member

Central and Corporate

Councillor Richard Brett

Development and Regeneration

Councillor Andrew Carter

Environmental Services

Councillor Steve Smith

Neighbourhoods and Housing

Councillor John Leslie Carter

Leisure

Councillor John Procter

Children's Services

Councillor Stewart Golton

Learning

Councillor Richard Harker

Adult Health and Social Care

Councillor Peter Harrand

Leader of the Labour Group

Councillor Keith Wakefield

Leader of the Morley Borough
Independent Group

Councillor Robert Finnigan

Advisory Member

Councillor Judith Blake

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

EXECUTIVE BOARD

WEDNESDAY, 13TH MAY, 2009

PRESENT: Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,
S Golton, R Harker, P Harrand, J Procter,
S Smith and K Wakefield

Councillor J Blake – Advisory Member

254 Exclusion of the Public

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:

- (a) Appendix 1 to the report referred to in minute 258 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix provides a brief overview of the anticipated costs and identified funding associated with the proposed acquisition. It is considered not to be in the public interest to disclose this information at this point in time as it could undermine the Council's position in negotiating with the building owner. The release of this information could also prejudice the Council's interests in relation to this or other similar transactions in that the land owner of this or other similar properties would have information about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing the information at this point in time.
- (b) Appendices 1, 2 and 4 of the report referred to in minute 261 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption outweighs the public interest in disclosing the information by reason of the fact that:-
 - (i) Appendices 1 and 2 – The success of the scheme could potentially be prejudiced by speculative investors acquiring properties in advance of the Council's action;
 - (ii) Appendix 4 – The costs attributed to the purchase of private properties are purely estimates at this stage and their disclosure

could prejudice the Council's ability to reach an agreement on the purchase price with owners.

255 Declaration of Interests

Councillor Smith declared a personal and prejudicial interest in the item relating to the Health and Wellbeing Partnership Plan 2009-2012 (minute 266 refers) due to his position as a Director of a Health and Wellbeing Centre.

Councillor Blake declared a personal interest in the item relating to the Health and Wellbeing Partnership Plan 2009-2012 (minute 266 refers) due to being a member of Leeds NHS Primary Care Trust.

256 Minutes

RESOLVED – That the minutes of the meeting held on 1st April 2009 be approved.

DEVELOPMENT AND REGENERATION

257 Football World Cup 2018

The Director of City Development submitted a report advising of the invitation received from the English Football Association for the City of Leeds to bid to become a 'host city' for the football World Cup 2018.

RESOLVED –

- (a) That Leeds investigate the submission of a Leeds City Region bid to become a host city for the Football World Cup 2018;
- (b) That the governance structure proposed in the submitted report be approved;
- (c) That the proposed Leeds City Region representatives for the Host City Briefing to be held in London on 18th May 2009 be noted;
- (d) That a report be brought back to this Board as soon as the likely human and financial resource implications of the project are known;
- (e) That dialogue with the City Region partners be opened at the earliest opportunity.

258 West Leeds Gateway Site - 2 Branch Road

The Director of Environment and Neighbourhoods submitted a report on an in principle proposal that Compulsory Purchase powers be used to achieve the acquisition of 2 Branch Road, Armley subject to a further report being brought to the Board for final approval.

Following consideration of appendix 1 to the report designated as exempt under Access to Information Procedure Rule 10.4(3) which was considered in private at the conclusion of the meeting it was

RESOLVED – That the contents of the report be noted and that in principle approval be given to the use of Compulsory Purchase powers to achieve the acquisition of 2 Branch Road, should this be necessary, subject to a further report to this Board seeking full approval.

259 Response to the City Development Scrutiny Board's Inquiry into the A660 Corridor Transport Issues

The Director of City Development submitted a report in response to the recommendations from the recent Scrutiny Board (City Development) inquiry concerning A660 Corridor Transport Issues.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained in the report, be approved.

NEIGHBOURHOODS AND HOUSING

260 Response to the Scrutiny Board (City and Regional Partnerships) Inquiry into the role of the voluntary, community and faith sectors in Council led community engagement

The Director of Environment and Neighbourhoods submitted a report in response to the recommendations from the Scrutiny Board (City and Regional Partnerships) with regard to the role of the voluntary, community and faith sectors in Council led community engagement.

RESOLVED – That the Scrutiny Board (City and Regional Partnerships) inquiry report into the role of the voluntary, community and faith sectors in Council led community engagement be referred to Scrutiny Board (Children's Services) and Scrutiny Board (Adult Social Care) for consideration, with a further report being submitted to Executive Board in due course.

261 Regeneration of the Garnets, Beeston

The Director of Environment and Neighbourhoods submitted a report on options for the regeneration of the Garnets area and on the proposed commencement of acquisition and clearance of 112 properties within the Garnets by utilising £3,000,000 of confirmed funding during 2009/11.

The report presented and appraised the options of:

- (a) doing the minimum to meet legal conformity;
- (b) undertaking group repair and internal remodelling;
- (c) property acquisition and redevelopment of the site.

Following consideration of appendices 1, 2 and 4 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3) which were considered in private at the conclusion of the meeting it was

RESOLVED –

- (a) That scheme expenditure to the amount of £3,000,000 be authorised.
- (b) That the option of acquisition and site redevelopment be progressed.
- (c) That a further report be brought to this Board when further funding is made available through successful bids for the residual £1,300,000 of funding.
- (d) That the Director of Environment and Neighbourhoods and Director of City Development authorise and promote any Compulsory Purchase Orders which may become necessary.

(Under the provisions of Council Procedure Rule 16.5, Councillor Wakefield required it to be recorded that he abstained from voting on this decision)

262 Update on Council Rents - 2009/10

Further to minute 236 of the meeting held on 1st April 2009, the Director of Environment and Neighbourhoods submitted a report providing an update on the rent changes for 2009/10, and the cost implications for this change.

RESOLVED – That the contents of the report be noted together with the change in the 2009/10 average rent increase for Council dwellings from 6.2% to 3.1%.

CHILDREN'S SERVICES

263 School Calendar 2010 - 2011

The Chief Executive of Education Leeds submitted a report on the process of setting the school calendar in Leeds, providing an update on the consultation process and proposing one option for the approval of the Board.

The three options which had been the subject of the consultation were:

Option 1: The Easter bank holiday weekend falls at the end of the two-week school break. This option coincided with the recommendations of the Local Government Association.

Option 2: The Easter bank holiday weekend falls in the middle of the two week school break. Schools would not return to school until the day after May Day bank holiday, reducing the number of split weeks in school. However, the term would not be split equally resulting in a very short first half term after Easter.

Option 3: Schools have a separate Easter bank holiday weekend. They would experience three four-day weeks due to the occurrence of the May Day bank holiday the week after Easter Monday.

RESOLVED –

- (a) That the extensive consultation undertaken to consider the implications for the 2010/11 school calendar in Leeds be noted.
- (b) That the school calendar dates associated with option 3, and as detailed in annex 3 to the report, be approved.
- (c) That subject to (d) below, the proposal for a fixed break between terms 2 and 3, irrespective of when Easter falls, with a corresponding adjustment to the summer vacation which ensures a two week Christmas break, be approved in principle;
- (d) That following the conclusion of the 2010/11 academic year, a report be submitted to the Board reviewing the success of the implementation of the school calendar schedule as detailed at option 3.

264 The Achievement of Looked After Children

The Chief Executive of Education Leeds submitted a report outlining the achievement of Looked After Children in Leeds and on strategies for the improvement of outcomes.

RESOLVED –

- (a) That the main findings of the report and its conclusions be noted.
- (b) That a further update report be brought to this Board in Autumn 2009.

LEISURE

265 Leisure Centre Refurbishment and Free Swimming Capital Modernisation

The Director of City Development submitted a report on proposals for the DCMS Free Swimming Capital Modernisation Programme, refurbishment of changing rooms at Scott Hall Leisure Centre, installation of sound and light systems in the pool halls at Scott Hall, John Smeaton and Pudsey Leisure Centres and the extension of the Bodyline Gym at Scott Hall.

RESOLVED –

- (a) That approval be given to the injection of £572,300 into the Capital Programme consisting of DCMS Free Swimming Capital Modernisation Programme pot 4 (£410,000), Prudential Borrowing (£30,000) and Leeds City Council budgets (totalling £132,300).
- (b) That authority be given to spend in the following amounts:
 - £512,300 on the refurbishment of the changing rooms at Scott Hall Leisure Centre
 - £90,000 on the installation of sound and light systems in the pool halls at Scott Hall, John Smeaton and Pudsey Leisure Centres, thus achieving the criteria set by DCMS for the award of this funding
 - £30,000 on the extension of the Bodyline Gym at Scott Hall Leisure Centre through Prudential Borrowing

ADULT HEALTH AND SOCIAL CARE

266 Health and Wellbeing Partnership Plan 2009 to 2012

The Director of Adult Social Services and Director of Public Health submitted a joint report presenting the final draft of the Leeds Health and Wellbeing Partnership Plan 2009 to 2012 for comment and agreement that it be submitted to Council for approval as part of the Budget and Policy Framework.

RESOLVED – That the final draft of the Health and Wellbeing Partnership Plan be agreed for submission to Council for approval.

(Having declared a personal and prejudicial interest in relation to this item due to being a Director of a Health and Wellbeing Centre, Councillor Smith withdrew from the meeting room during the consideration of this item)

267 Carers' Strategy for Leeds 2009-2012: 'Every Carer Counts'

The Director of Adult Social Services submitted a report on the content of the Leeds Carers Strategy 2009-2012 and presenting the strategy for approval for its publication and dissemination.

RESOLVED – That the Carers' Strategy for Leeds 2009-2012 'Every Carer Counts', as appended to the report, be approved for implementation, subject to an addition which reflects the Board's comments concerning the provision of advice and guidance available to carers in Leeds.

CENTRAL AND CORPORATE

268 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Member Development

The Chief Democratic Services Officer submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into Member Development.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

269 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Attendance Management

The Director of Resources submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into attendance management.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

270 Response to the Central and Corporate Functions Scrutiny Board Inquiry into Procurement of Services

The Chief Procurement Officer submitted a report in response to the recent Scrutiny Board (Central and Corporate Functions) Inquiry into the Procurement of Services.

RESOLVED – That the proposed responses to the Scrutiny Board's recommendations, as contained within the report, be approved.

271 Councillor Blake and Councillor Smith

Councillors Blake and Smith were both thanked for their services to the Board, as it was noted that this would be the last meeting in which both would be in attendance as Executive Board members.

DATE OF PUBLICATION: 15TH MAY 2009
LAST DATE FOR CALL IN: 22ND MAY 2009 (5.00 PM)

Draft minutes to be approved at the meeting
to be held on Wednesday, 17th June, 2009

(Scrutiny Support will notify Directors of any items called in by 12.00 noon on 26th May 2009)

Draft minutes to be approved at the meeting
to be held on Wednesday, 17th June, 2009

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Originator: Richard Mills

Tel: 247 4557

Report of the Head of Scrutiny and Member Development

Scrutiny Board (City Development)

Date: 9th June 2009

Subject: Request for Scrutiny of the Consultation Process Carried Out to Determine Whether to Go Ahead with a Designated BBQ Area on Woodhouse Moor

Electoral Wards Affected:

Hyde Park & Woodhouse

Headingley

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 The attached request for scrutiny has been received from Ward Councillors representing Hyde Park and Woodhouse Ward and Headingley Ward concerning the consultation process carried out to determine whether to go ahead with a designated BBQ area on Woodhouse Moor.
- 1.2 Ward Councillors from the two Wards have been invited to attend today's meeting.

2.0 City Development Department

- 2.1 The Director of City Development has been invited to respond to this request and will be represented at the meeting. Any information provided in writing by the Directorate will be made available to Members of the Board as soon as it is available.

3.0 Options for Investigations and Inquiries

- 3.1 When considering the request for Scrutiny, the Scrutiny Board (City Development) shall determine:
- what further information the Board needs before considering whether an inquiry should be undertaken
 - how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisory Group
 - whether the Inquiry can be adequately resource
 - whether an Inquiry should be undertaken

4.0 Recommendations

4.1 The Scrutiny Board is asked to:

- (i) Consider the request for Scrutiny from Ward Members representing Headingley and Hyde Park and Woodhouse Wards.
- (ii) Consider the response of the Director of City Development to the issues raised.
- (iii) Determine whether the Board wishes to undertake further scrutiny of this matter on the evidence presented.

5.0 Background Papers

None used.

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Originator: Peter Marrington

Tel: 39 51151

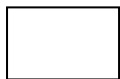
Report of the Head of Scrutiny and Member Development

Scrutiny Board: City Development

Date: 9th June 2009

Subject: KPMG – SCRUTINY REVIEW – MAY 2009

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 This report presents the findings of the recent KPMG external audit review of the Scrutiny function in Leeds. (Appendix 1). The report also details management's response to the reviews recommendations.

2.0 Introduction

2.1 The objective of the KPMG review was to provide the Council with assurance around the progress made in addressing the improvements areas identified by the Corporate Assessment in early 2008.

3.0 Background Information

3.1 As part of their 2008/09 Audit and Inspection Plan, it was agreed that KPMG would carry out a review of the Council's Overview and Scrutiny function. The audit objective was to provide the Council with assurance around the progress made in the improvement areas identified by the Corporate Assessment, specifically:

- The extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision;
- The extent to which the skills of the Members on the Scrutiny Boards are matched to and are appropriate for the fulfillment of their role;
- How scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards;
- The extent to which the information available to Members enables them to reach appropriate conclusions;

- The design of the Call-In arrangements in response to the Council's recent 'Corporate Assessment' report;
- The extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements;
- The extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards;
- The extent to which the Scrutiny function fits within the wider performance management arrangements of the Council; and
- The extent to which Scrutiny provides effective challenge and adds value to the Council.

4.0 Main Issues

4.1 The key findings of the review are set out below:

The recognition that in light of the recent Corporate Assessment the Council has been in the process of continuing to strengthen its Scrutiny function and that a number of aspects of good practice were identified, such as:

- Professional relationships have been developed between the Scrutiny Board Chairs and the Principal Scrutiny Advisors;
- A wide range of training tools are used in providing training resources for Scrutiny Board Members;
- Personal development plans are available for all Members which assist in the identification of individual training needs; and
- Inquiry selection criteria forms are used to determine whether full scrutiny Inquiries items will be added to the work programme of the Scrutiny Boards.

4.2 The key learning points were as follows:

That whilst the Council continues to develop its Scrutiny function it should ensure that the following areas are strengthened:

- An overall vision for the Scrutiny function should be developed, documented and published;
- The trust between Scrutiny Members, Executive Members and Officers needs to be maintained and developed in order to reinforce the importance of joint working;
- The relationship between Scrutiny Members, Executive Members and Officers needs to continue to develop and political views need to be kept separate from the Scrutiny function;
- There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide to not undertake work areas suggested by Executive Members a brief rationale should be provided so as to prevent any misunderstandings arising;
- The Scrutiny Boards Procedure Rules Guidance Notes should be strengthened to incorporate that the Scrutiny Boards strive for enhanced lines of internal communication; add value to the Council through the Scrutiny reviews undertaken and incorporate innovation into the approach for challenging the way the Council operates;
- The process of selecting Scrutiny Chairs should be reviewed and a 'job specification' introduced;
- Scrutiny Boards should review whether co-opted Members should be invited to join in their Board;

- All Scrutiny Boards should have 'real time monitoring' as a standing agenda item so that Scrutiny Boards can scan the horizon to identify any emerging issues;
- The efficiency of Scrutiny Board meetings needs to be improved. To achieve this timed or single item agendas should be encouraged where appropriate and pre-meetings used more effectively;
- Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon;
- Reports of Members attendance at Scrutiny meetings should be made to each of the political groups. Where attendance rates fall below an acceptable level then it should be the responsibility of each political party to take appropriate action to address this;
- Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and highlight if they feel this should direct any area of their annual work programme;
- Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery; and
- The Scrutiny annual report should be strengthened to clearly outline the service benefits of the recommendations made. In addition its format should be standardised to clearly categorise the work using a consistent series of headings and to clearly display the outcomes of the previous years recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

4.3 These recommendations will be reported to all Scrutiny Boards for consideration. The Scrutiny Advisory Group will play a role in monitoring the implementation of the recommendations

4.4 In line with the Council's protocol for receiving external audit reports, the Corporate Governance and Audit Committee will also receive the audit report and may chose to refer particular issues to other committees, including Scrutiny Boards, for further detailed consideration.

4.5 Unfortunately, the author of the report is unable to attend today's meeting, therefore the Board may wish to consider the recommendations again at a future meeting when any points requiring clarification can be discussed. However, it was considered appropriate to bring the report to the first meeting of the Board as some of the recommendations refer to the running of Scrutiny Board meetings.

5.0 Recommendations

5.1 Members are asked to consider the review's recommendations and accompanying management response and refer any comments to the Scrutiny Advisory Group.

Background Papers

KPMG Scrutiny Review May 2009

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INFRASTRUCTURE, GOVERNMENT AND HEALTHCARE

Leeds City Council
Scrutiny Review
May 2009

AUDIT

AUDIT ■ TAX ■ ADVISORY

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This report is addressed to the Authority and has been prepared for the sole use of the Authority. We take no responsibility to any officer or Member acting in their individual capacities, or to third parties. The Audit Commission has issued a document entitled *Statement of Responsibilities of Auditors and Audited Bodies*. This summarises where the responsibilities of auditors begin and end and what is expected from the audited body. We draw your attention to this document.

External auditors do not act as a substitute for the audited body's own responsibility for putting in place proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

If you have any concerns or are dissatisfied with any part of KPMG's work, in the first instance you should contact Adrian Lythgo, who is the engagement director to the Authority, telephone 0113 231 3054, email adrian.lythgo@kpmg.co.uk who will try to resolve your complaint. If you are dissatisfied with your response please contact Trevor Rees on 0161 246 4000, email trevor.rees@kpmg.co.uk, who is the national contact partner for all of KPMG's work with the Audit Commission. After this, if you still are dissatisfied with how your complaint has been handled you can access the Audit Commission's complaints procedure. Put your complaint in writing to the Complaints Team, Westward House, Lime Kiln Close, Stoke Gifford, Bristol, BS34 8SU or by e mail to: complaints@audit-commission.gov.uk. Their telephone number is 0844 798 3131, textphone (minicom) 020 7630 0421.

1 Executive summary

1.1 Introduction

Scrutiny Boards are often referred to as the Council “watchdogs” by the press aiming to ensure that Council Tax payers get the best out of their public services. For Scrutiny Boards to provide this service they should have at least two components:

- Ongoing and retrospective consideration of decisions previously taken by the Executive; and
- Forward looking contributions to policy and improvement across the Council.

This review has focused on the ability for the Scrutiny function at Leeds City Council (LCC) to challenge the Council both in terms of ongoing and retrospective consideration of decisions and forward looking contributions to policy and improvement. We have also reviewed the scope and role of the Scrutiny Boards and the information available to Members of the Boards in carrying out their work and drawing their conclusions.

1.2 Key findings

We recognise that in light of the recent Corporate Assessment the Council has been in the process of continuing to strengthen its Scrutiny function and during our review we identified a number of aspects of good practice across the Council, such as:

- Professional relationships have been developed between the Scrutiny Board Chairs and the Principal Scrutiny Advisors;
- A wide range of training tools are used in providing training resources for Scrutiny Board Members;
- Personal development plans are available for all Members which assist in the identification of individual training needs; and
- Inquiry selection criteria forms are used to determine whether full scrutiny inquiries items will be added to the work programme of the Scrutiny Boards.

Whilst the Council continues to develop its Scrutiny function further and reflect best practice it should ensure that the following areas are strengthened:

- An overall vision for the Scrutiny function should be developed, documented and published;
- The trust between Scrutiny Members, Executive Members and Officers needs to be maintained and developed in order to reinforce the importance of joint working;
- The relationship between Scrutiny Members, Executive Members and Officers needs to continue to develop and political views need to be kept separate from the Scrutiny function;
- There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide to not undertake work areas suggested by Executive Members a brief rationale should be provided so as to prevent any misunderstandings arising;

1 Executive summary continued

- The Scrutiny Boards Procedure Rules Guidance Notes should be strengthened to incorporate that the Scrutiny Boards strive for enhanced lines of internal communication; add value to the Council through the Scrutiny reviews undertaken and incorporate innovation into the approach for challenging the way the Council operates;
- The process of selecting Scrutiny Chairs should be reviewed and a 'job specification' introduced;
- Scrutiny Boards should review whether co-opted Members should be invited to join in their Board;
- All Scrutiny Boards should have 'real time monitoring' as a standing agenda item so that Scrutiny Boards can scan the horizon to identify any emerging issues;
- The efficiency of Scrutiny Board meetings needs to be improved. To achieve this timed or single item agendas should be encouraged where appropriate and pre-meetings used more effectively;
- Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon;
- Reports of Members attendance at Scrutiny meetings should be made to each of the political groups. Where attendance rates fall below an acceptable level then it should be the responsibility of each political party to take appropriate action to address this;
- Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and highlight if they feel this should direct any area of their annual work programme;
- Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery; and
- The Scrutiny annual report should be strengthened to clearly outline the service benefits of the recommendations made. In addition its format should be standardised to clearly categorise the work using a consistent series of headings and to clearly display the outcomes of the previous years recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

1 Executive summary continued

1.3 Way forward

We will discuss the findings of the review with Officers and Members to agree an action plan to address the key issues going forward.

2 Introduction

2.1 Background

The current constitutions of Local Authorities give selected Councillors an important role in scrutinising the decisions of the Executive. The role of Scrutiny at LCC has evolved over the years and the Council now have established seven Scrutiny Boards whose responsibilities are to examine the decisions, policies and overall performance of the Council, making recommendations for improvement where necessary. The seven Scrutiny Boards cover:

- Adult Social Care;
- Central and Corporate Functions;
- Children’s Services;
- City and Regional Partnerships;
- City Development;
- Environment and Neighbourhoods; and
- Health.

The Scrutiny Boards are often referred to as the Council “watchdogs”, and are made up of Councillors from all political parties and some include Co-opted Members from outside the Council. Legislation requires that to ensure independence there are no Executive Members on any of the Scrutiny Boards.

2.2 Objectives and scope of our review

Our objective is to provide the Council with assurance around the progress made in the improvement areas identified by the Corporate Assessment. We specifically focused upon:

- The scope and role of the Scrutiny Boards, their independence and the relationship with the Council’s leadership and the Executive Board;
- The extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision;

2. Introduction continued

- The extent to which the skills of the Members on the Scrutiny Boards are matched to and are appropriate for the fulfilment of their role;
- How scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards;
- The extent to which the information available to Members enables them to reach appropriate conclusions;
- The design of the Call-In arrangements in response to the Council's recent 'Corporate Assessment' report;
- The extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements;
- The extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards;
- The extent to which the Scrutiny function fits within the wider performance management arrangements of the Council; and
- The extent to which Scrutiny provides effective challenge and adds value to the Council.

2.3 Audit approach

Our approach has been to:

- Review key documents;
- Interview key contacts;
- Observe scrutiny meetings;
- Share best practice; and
- Provide constructive challenge and support.

2.4 Acknowledgements

We would like to take this opportunity to thank all those staff at the Council who have supported this review.

3 Scrutiny Boards scope and role, independence and wider relationships

3.1 Introduction

This section of the report discusses the scope and role of the Scrutiny Boards, their independence and the relationship with the Council's leadership and the Executive Board.

3.2 Scope and role of Scrutiny Boards

Each of the seven Scrutiny Boards have their own terms of reference which all outline the functions of the Boards. Within their terms of reference, all Scrutiny Boards state they will:

- Review or scrutinise the exercise of any function of the Council, Executive or any other matter;
- Make reports or recommendations to Council or the Executive either in connection with the exercise of any function of the Council, Executive or on any matter affecting the area or its inhabitants;
- Receive and review external audit and inspection reports;
- Act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework;
- Review corporate performance indicators; and
- Exercise the right to Call-In decisions made but not yet implemented by the Executive.

In addition all Scrutiny Boards may assist the Council and the Executive in the development and review of policies.

Having compared the terms of reference of the Scrutiny Boards at LCC with those of other Local Authorities it is evident that at LCC these are set within the legal framework whereas at other Authorities they also detail roles outside of this framework.

The softer roles referred to within other Local Authorities terms of reference include being innovative in the approach to Scrutiny; adding value through the reviews completed; striving for greater public involvement in Scrutiny; and improving communication within the Council and wider community. Whilst the role around engaging with the public is expressed within other documentation at LCC there is potential to enhance the procedural notes further by explicitly outlining additional functions / activities that Scrutiny could undertake.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation One

The Council should review the Scrutiny Board Procedure Rules Guidance Notes and add that the Scrutiny Boards will:

- Be innovative in their approach to challenging the way the Council operates;
- Add value to the Council through the reviews they do; and
- Strive to improve communication channels within the Council and the wider community.

3.3 Independence of the Scrutiny Boards and wider relationships

By law no Members of scrutiny boards may be from the Council's Executive Board. However to ensure that an effective Scrutiny function is in place it is essential that a two way relationship is developed between the Executive Board and the Scrutiny Boards. In essence the relationship between the Executive Board Member and the Chair of the Scrutiny Board will impact on how issues are raised and dealt with.

A number of the Scrutiny Chairs feel that relationships with other Members and Officers is a continually evolving process and needs to continue to develop. Executive Board Members also acknowledge that whilst relationships have improved with Scrutiny Chairs there is still further work to be done.

As a result of the need to continue to develop the relationships between Scrutiny Chairs, Executive Board Members and Officers there is an acknowledgment that Scrutiny is not as effective as it could be at LCC and all political groups appear accepting of this.

Some Scrutiny Chairs feel that the role of Scrutiny is under valued by some of the Executive Board and as a result Scrutiny has not been as successful as it could be. Whilst some Executive Board Members felt that Scrutiny has added value to the Council, a couple were unable to give any specific examples of this. Scrutiny Chairs feel that they have tried various techniques to engage with Executive Members including inviting them to meetings; asking for assistance to develop work programmes; having regular update meetings; and sharing Scrutiny recommendations although still there is a recognised need to continue to engage further.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation Two

The Council should publish and distribute local and national examples of where Scrutiny has added value and impact within the Annual Report. This should be seen by full Council and Officers. This will continue to convey the message that by engaging fully with Scrutiny the Council as a whole will benefit through improved public services.

The need to further develop the relationships between some Scrutiny Chairs, Executive Members and Officers is clearly highlighted by a quote from one Scrutiny Chair "Executive Members will punish Officers for co-operating too fully with Scrutiny requests."

The 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' was devised to address the subtleties and nuances required to establish successful and robust Scrutiny. This should be re-distributed to facilitate professional working relationships and should be introduced on an Annual basis within the Members induction programme.

Recommendation Three

The Council should raise the profile of the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and should encourage further engagement between the Scrutiny Chairs, Executive Members and Officers. On an annual basis this document should also be included within the Members induction programme.

3.4 Public engagement

From the Scrutiny Board meetings attended it was noted that attendance by members of the public is poor. Advertising of Scrutiny Board meetings is principally done on the Council's internet site and if a Scrutiny meeting is to be held outside of the Civic centre then fliers will be produced to leave at the place of the new venue. In addition the Scrutiny Support Unit has a mailing list to communicate with people who have previously attended meetings. The Council should consider whether it may be appropriate to try and encourage greater public engagement and as part of this they could look at different methods of advertising their Scrutiny Board meetings.

In order to encourage greater engagement with members of the public and other partners the Council should consider having single item agendas. There have been a number of occurrences within some of the Scrutiny Boards where agenda items have been given disproportionate amounts of time and as a result attendees have been left waiting sometimes not being able to present their given agenda item.

3 Scrutiny Boards scope and role, independence and wider relationships continued

Recommendation Four

Single item agendas should be introduced for Scrutiny Board meetings to improve their efficiency.

In addition to encourage greater engagement with the public, witnesses and co-optees the Council should remind Members that Scrutiny Board meetings are not the appropriate forum to raise political views as there is a risk that by doing so these individuals may feel alienated.

Recommendation Five

Scrutiny Members should be reminded that Scrutiny Board meetings are not a forum to voice personal political views.

3.5 Co-opted Members

Having attended Scrutiny meetings at LCC that had both co-opted Members on the Board and no co-opted Members there appeared to be a greater level of participation by all when the Boards contained co-opted Members. In addition the contribution made by the co-opted Members was very valuable as these Members were able to draw upon their experiences and provide a different perspective.

Currently the constitution of LCC does allow all Scrutiny Boards to have co-opted members it is just something that is not widely exercised. This is almost the opposite at Bristol City Council where there are a large number of Scrutiny Boards with co-opted Members. The Scrutiny Support Unit has however been proactive in this area and have recently taken a paper to the Scrutiny Advisory Group highlighting the benefits of having co-opted Members on Scrutiny Boards.

Recommendation Six

Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.

4 The vision and resources for scrutiny

4.1 Introduction

This section of the report discusses the extent to which the Council has a clear vision for the contribution of scrutiny and the resources to deliver that vision.

4.2 Vision for effective Scrutiny

By having an overall vision, aim or objective for a particular function it can serve to provide a clearer understanding of that function and demonstrate the added value that that function can bring.

From the documentation reviewed relating to Scrutiny at LCC there was no reference to what the Council see as their vision for Scrutiny. Following discussions with the Scrutiny Board Chairs, it was also clear that they each had their own personal visions for Scrutiny with there being no overarching Council wide vision. The visions from speaking to various Scrutiny Board Chairs included “holding the executive to account”; “getting involved in pre-policy decisions”; and “improving services for members of the public”.

Recommendation Seven

The Council should ascertain what their overall vision is for the Scrutiny function, formally document this and then publicise it, potentially within the Scrutiny Board Procedure Rule Guidance Notes.

4.3 Resources for effective Scrutiny

Whilst there is no overall vision as to the role of Scrutiny at LCC all Officers and Members interviewed felt that the financial resources available to the Scrutiny function were adequate to enable it to fulfil its role. The actual expenditure relating to the Scrutiny support function totalled £574,312 in 2007-08; £585,247 in 2006-07; and £503,875 in 2005-06.

One area of concern that was raised by a Scrutiny Board Chair related to whether members of the Scrutiny Boards fully understand the totality of issues being discussed. Whilst the Scrutiny Boards have access to independent research facilities this

4 The vision and resources for scrutiny continued

Member felt that these were predominately internet based and did not allow for specialist expertise to always be obtained on a particular topic area. The Scrutiny Support Unit does however provide a newspaper clipping service for Scrutiny Board Chairs which enables Members to gain further information relating to topic areas and facilitates some horizon scanning to be undertaken and potential emerging issues identified. In addition the Scrutiny Support Unit keep track of up and coming legislation, current consultations, departmental forward plans, publications by pressures, quangos and national bodies and attend numerous seminars and conferences and report back on all of these.

In addition there are a number of web based forums which Scrutiny Members are encouraged to access to gain further information or identify emerging issues. There has also been a Regional Chairs Forum although Members from LCC have not accessed this facility.

Recommendation Eight

Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon and it will enable further horizon scanning of emerging issues to be undertaken.

5 Matching of skills to Scrutiny Board roles

5.1 Introduction

This section of the report discusses the extent to which the skills of the members on the Scrutiny Boards are matched to and are appropriate for the fulfilment of their role.

5.2 Matching of members skills against the requirements of their role

The Scrutiny Boards are composed of elected Members who are selected to represent the political balance of the Council. As a result each political group has its own method of selection for appointing Chairs and Members to the Scrutiny Boards. However there is no formal matching undertaken by any of the political groups of the skills of Chairs and Members and the skill requirements of a particular Board. Given that there is no formal matching there is a risk that the most suitable candidate in terms of skills, experiences or even interest in the subject matter is not appointed as a Chair or Member of a Scrutiny Board.

5.3 Attendance

The table below highlights the percentage of members for each of the Scrutiny Boards that have attended 50% or less of the Scrutiny Board meetings in the time period 1 June 2008 – 19 March 2009:

Scrutiny Board	Percentage of members who have attended 50% or less of the meetings held between 1 June 2008 – 19 March 2009
Adult Social Care	23%
Central and Corporate	14%
Children's Services	27%
City Development	8%
City and Regional Partnerships	17%
Environment and Neighbourhoods	40%
Health	36%

5 Matching of skills to Scrutiny Board roles continued

This table clearly highlights that there are a large number of Scrutiny Board Members who are not attending meetings on a regular basis. In addition not only is there a poor attendance rate by some but there are other Members who are either late or who leave meetings early. Poor attendance rates, arriving late or leaving meetings early does not enable all Members to fully engage in the Scrutiny process.

Currently the Head of Scrutiny and Member Development sends reports to the Scrutiny Board Chairs and group Whips highlighting attendance rates for their Members. There is now a need for this to also be sent to each of the political groups for them to take action. For Scrutiny to be seen as effective across the Council it is paramount that Members who sit on each of the Boards attend and contribute to as many meetings as possible.

Recommendation Nine

Regular reports should be made to the political parties highlighting the attendance rates for their Members. Where attendance rates fall below an acceptable level then it should be the responsibility of each political group to take appropriate action to address this. Alternatively the number of members on Scrutiny Boards could be reduced if there are too many competing demands on Members' time.

It is recognised by some Executive and Scrutiny Members that the Scrutiny function at LCC could be strengthened. Having attended a number of Scrutiny meetings it has been evident that the chairing styles of the Boards does differ and this can lead to there being a lack of clarity over what information the Board actually requires; to agenda items being given disproportionate amounts of time; and the engagement with other partners and members of the public being weak. The Council should therefore look closely at the methods used in appointing Scrutiny Chairs. Due to the differences previously highlighted in the selection methods employed by each of the political groups there is a risk that the Members appointed as Chairs of the Scrutiny Boards are not the most suitable. The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.

Recommendation Ten

The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.

5 Matching of skills to Scrutiny Board roles continued

There appears to be a range of methods used within the Local Government sector in terms of appointing individuals as Chairs of Scrutiny. These methods include:

- An informal process of nomination, dealt with by each political group and endorsed by full Council;
- Having job specifications, against which each political party appoints the most suitable candidate; and
- Using job specifications for the leader of each political party to formally interview candidates against.

6 Development of Scrutiny work programmes

6.1 Introduction

This section of the report discusses how scrutiny enquiries and public challenge feed into the work programme of Scrutiny Boards.

6.2 Development of Scrutiny work programmes

The first meeting of the year for Scrutiny Boards is held in June where the work programmes for the year are developed. Work programmes are developed having had access to a wide range of information including key performance indicators, external audit and inspections reports and financial data etc. Work programmes are not finalised documents as they are seen to evolve throughout the year.

As work programmes are evolving documents and to ensure that all Members continually identify new areas for inclusion in the work programme each Scrutiny Board should have a standing agenda item which allows for real time monitoring of issues, so that any emerging issues can be identified. This will enable any current issues to be added where appropriate to the work programme and will facilitate the Scrutiny Board being perceived to be having greater impact by continually scanning the horizon for potential issues.

Recommendation Eleven

All Scrutiny Boards should have 'real time monitoring' as a standing agenda item.

For a detailed inquiry area to be added to the work programme it will be considered against the Council's 'inquiry selection criteria' and the Scrutiny Board will consult with the relevant Director and Executive Member. The ultimate decision of whether to add an inquiry area to the work programme lies with the Scrutiny Board.

The Council also have a 'request for scrutiny' form that anyone can complete and submit to the relevant Scrutiny Board, this is subject to the same selection criteria above.

6 Development of Scrutiny work programmes continued

At one of the Scrutiny Board meetings attended there was debate about whether or not to add a particular inquiry area to the work programme. Whilst Members of the board spent a considerable amount of time debating whether or not to add this to their work programme it was incorrectly pointed out that this had not been discussed with either the relevant Director or Executive Member. It was therefore decided to move this agenda item to the next meeting. This action was not actually required and could potentially lead to alienation of Members, partners and members of the public if meetings are not conducted in an efficient manner. By ensuring that all Scrutiny boards hold effective pre-meetings this will help to ensure that similar situations are limited.

7 Information for Members of Scrutiny Boards

7.1 Introduction

This section of the report discusses the extent to which the information available to Members enables them to reach appropriate conclusions.

7.2 Quality / Quantity of information

There is a general feeling amongst the Scrutiny Board Members that the quality of information they receive to enable them to reach appropriate decisions is to a high standard. This is felt to be facilitated by the strong relationships that the Scrutiny Board Members have developed with their Principal Scrutiny Advisors.

Across all Council meetings, not just Scrutiny, there is a trend for very large agenda packs. The risk of having such large agenda packs is that people do not get sufficient time to read the contents fully. Having reviewed all Scrutiny agenda packs for March 2009 there are only two with less than one hundred pages and there are four Scrutiny Boards with agenda packs greater than one hundred and fifty pages. The quantity of information that is presented and the number of agenda items may be a contributing factor as to why the contribution within some Scrutiny Board meetings of some Members is limited. The Council should consider whether the agenda packs could be limited in size as this could potentially lead to greater engagement by both Members and other attendees.

At one of the Children's Services Scrutiny Board meetings however, some Members felt that insufficient information was presented to decide if to go ahead and hold an inquiry hence adding an item to their work programme. As a consequence the agenda item had to be carried forward to the next meeting.

All Scrutiny Boards should ensure that they use their pre-meetings more effectively as this should be the forum for Members to voice concerns over the sufficiency of information presented. Chairs should ensure that at pre-meetings all Members are focused upon the forth coming meeting and they should ensure all Members identify which agenda item they will lead on. By having more focused pre-meetings this should lead to more efficient Scrutiny Board meetings.

7 Information for Members of Scrutiny Boards continued

Recommendation Twelve

Scrutiny pre-meetings should be more effectively used. They should be a forum to provide real focus in advance of the Scrutiny meeting.

8 Call-In arrangements

8.1 Introduction

This section of the report discusses the design of the Call-In arrangements specifically in response to the Council's recent 'Corporate Assessment'.

8.2 Call In arrangements

Within the Local Government Act 2000 there is a requirement that Overview and Scrutiny Committees are given the power to recommend that a decision made but not implemented be reconsidered, 'Called In'. As 'Calling In' of a decision can lead to a period of delay before a decision is implemented it was envisaged that this mechanism is used sparingly.

The recent Corporate Assessment made the following observations in relation to Call in arrangements:

".... Call-In arrangements need to be reviewed to support a fair and effective approach.... Call In arrangements are considered ineffective by many Councillors as two political parties have to agree which has resulted in few Call Ins in recent years."

Following this observation the Council approved changes to its constitution in May 2008. Call In arrangements must now be signed by:

- Two Non Executive elected Members (who are not from the same political party); or
- Any five Non Executive elected Members.

Following the changes implemented above another review of the Call In arrangements was undertaken in October 2008 and the following arrangements implemented:

- Scrutiny Board Members should no longer be signatories to Call Ins which they will hear;
- A substitute Member is entitled to attend the Scrutiny Board meeting where the Call In is received in place of a regular Member; and
- Call in meetings can be adjourned up to a maximum of five working days to allow information not available at the time but considered crucial by the Scrutiny Board in order to reach a decision.

8 Call-In arrangements continued

As a consequence of these changes there has been an increase in the number of Call Ins received, which now appear in line with the level of Call Ins at other Local Authorities. These changes have also led to the view that Call Ins are becoming increasingly more effective.

One of the decisions recently Called In was at the City Development Scrutiny Board and related to a decision made around cemeteries and crematoria fees. Whilst this decision was released for implementation, it was noted that under the Officer Delegation, the decision had been implemented before the Call In period had expired. Internal Audit at the Council have recently highlighted this issue and included a recommendation within one of their reports.

Recommendation Thirteen

The Scrutiny Support Unit should remind Officers of the processes that need to be adhered to relating to Call Ins.

9 Service delivery, service improvements and added value of Scrutiny

9.1 Introduction

This section of the report discusses the extent to which the recommendations of the Scrutiny Boards have resulted in changes in service delivery and service improvements and the extent to which Scrutiny adds value to the Council.

9.2 Service delivery and service improvements

Historically Scrutiny Boards have had no comprehensive system for tracking the implementation of recommendations. Hence it has not always been clear to demonstrate service delivery or improvements following recommendations made. To address this the Council have recently implemented a formal tracking system so that Scrutiny Boards can monitor the implementation of their recommendations in a more systematic way.

In addition on an annual basis a report is produced of the work undertaken by the Council's Scrutiny Boards. This highlights in detail the areas of focus of each Board and highlights some of the recommendations made. This could be further strengthened by outlining the service benefits of these recommendations as a demonstration of the impact Scrutiny can have.

Recommendation Fourteen

Within the Scrutiny annual report each Scrutiny Board should clearly outline the service benefits of the recommendations made. In addition each Scrutiny Board should consider using a consistent table or graph to clearly display the impact of their recommendations and the outcomes recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.

Whilst not having had a formalised monitoring system in place for a long period of time, the Council is still able to highlight a wide range of examples of where the recommendations of the Scrutiny Boards have resulted in service delivery or improvements. A selection of examples are highlighted below:

- In November 2005 the Children's Services Scrutiny Board established a Young People's Scrutiny Forum to carry out scrutiny on topics chosen by the young people themselves. In their second year the Young People's Scrutiny Forum reviewed transport arrangements in Leeds for Young People and a local campaign has been launched for free bus travel for young people.

9 Service delivery, service improvements and added value of Scrutiny continued

- The Children's Services Scrutiny Board have been involved in steering the Council's approach to the development of Trust Schools to enable a proactive strategic approach to maximise the potential that Trust Schools might have in improving outcomes for children in deprived communities.
- The Scrutiny Boards also provide an important function to ensure that all parties have their views heard and comprehensively reflected. This has recently been evidenced where staff at a local school agreed to call off strike action after it was decided that Scrutiny would undertake an inquiry into a school based issue.
- The Health and Adult Social Care Scrutiny Boards have previously been acknowledged as being instrumental in improving the negotiations and working relationships between the Leeds Teaching Hospitals NHS Trust and the LGI Kidney Patients Association.
- Some of the funding awarded by the Centre for Public Scrutiny has been used to achieve one of the objectives of the Healthy Leeds Partnership's 'Health and Wellbeing Plan' which was to establish a Community Development Network for Leeds.
- Following a recommendation made by the Health and Adult Social Care Scrutiny Boards being implemented, for a representative from the Council's Development Department to become a member of the Leeds Childhood Obesity Strategy Group, it is recognised that they have played an active part in developing the action plan for tackling childhood obesity.
- The Environment and Neighbourhoods Scrutiny Board have been involved in an inquiry into the Council's own CO2 emissions. From reviewing this it is highly commendable to see the Board had factored into their inquiry future legislative changes relating to the Carbon Reduction Commitment.

All of the examples highlighted above have been identified by Scrutiny Members. None of the Executive Members interviewed were able to say when questioned any areas where Scrutiny has added value or where Scrutiny recommendations had led to service improvements. When asked as to why the Executive Members felt this was the case, some stated that they felt Scrutiny had become "cosy" and the enquiries held were "not very challenging". Some Executive Members felt that Scrutiny recommendations were ones that predominately had been generated by Officers themselves. Having reviewed a large number of Scrutiny recommendations this does not always appear to be the case although it does highlight the need for all Scrutiny Members to ensure they act with professional scepticism in all they do.

10 Policy development

10.1 Introduction

This section of the report discusses the extent to which the seven Scrutiny Boards challenge policy development and the consistency of actions taken by these Boards.

10.2 Policy development

Policy development can take the form of being involved in the development of a new policy area or can involve suggesting modifications to previous policies. Across the Council there are examples that a number of Scrutiny Boards are involved in some form of policy development, even if at the out set the area of review was not badged as policy development. Whilst there is still room for improvement in ensuring all Scrutiny Boards are more involved in policy development there is a consensus that there is a shift in the right direction and increasingly more work is being done in this area. From a review of the 2007/08 annual report which categorises the different types of work that the seven Scrutiny Boards have been involved in, it is clear to see that 33% of their total work in 2007/08 involved some form of policy review or development compared to 24% in 2006/07.

There are however, a number of Scrutiny Board Members who feel that they would like to be more involved in policy development. Following discussions with both Scrutiny Chairs and Executive Members there are a small number of inconsistencies in how the role of Scrutiny in policy development is viewed. From the feedback we received some Scrutiny Chairs do feel bypassed in policy development. Some Executive Members however felt that despite providing direction to Scrutiny Boards in terms of useful areas of work and policy development that they would like Scrutiny to get involved in, this is often ignored. During our review, however, we found limited evidence of this. In addition Executive Members stated that no rationale was provided as to why these areas were not felt to be priorities for the Scrutiny Boards.

Recommendation Fifteen

There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide not to undertake work areas suggested by Executive Members a brief rationale should be provided so to prevent any misunderstandings arising.

10 Policy development continued

From a review of this years and prior years' work programmes it is evident that one example of where the Culture and Leisure Scrutiny Board (as it was previously called) could have been more involved in policy development was in regards to the proposals to establish a Sports Trust. The Board did however identify this as a potential area of work although following discussions decided against taking this forward.

There are a number of examples however of where the Scrutiny Boards have been able to demonstrate involvement in policy development. Examples include:

- The Children's Services Scrutiny Board where they have been actively involved in policy development relating to the services for 8 – 13 year olds; the development of an inclusion Strategy; and the education and training provision in Leeds for 14 – 19 year olds;
- The City Development Scrutiny Board have commented on a number of ongoing plans and strategies which has included the Local Development Framework;
- The Environment and Neighbourhoods Scrutiny Board have been involved in an inquiry into housing lettings which examined the Council's current housing lettings policy; and
- The Health Scrutiny Board have recently commenced an inquiry looking at teenage pregnancy and sexual health.

The Council's Scrutiny Boards' Annual Report is an excellent forum to highlight the examples of where the Scrutiny Boards have been involved in policy development or service enhancements. However other than in the introductory section - 'Work of the Boards' which shows the different types of work Scrutiny has been involved in, and the Children's Services section which shows the areas where they have been involved in the review of existing policy and the development of new policy, the remaining report sections make it difficult to identify which areas of work relate to policy development or review. The Head of Scrutiny and Member Development is looking to make changes to the 2008/09 Annual Report to make the identification of policy development work streams easier.

Recommendation Sixteen

Templates for the layout of the Annual Report should be provided to Scrutiny Chairs so to increase the consistency and to enable greater comparability between the work of each of the Boards. Within the Annual Report each Scrutiny Board should clearly categorise the work using a consistent series of headings.

11 Performance Management

11.1 Introduction

This section of the report discusses the extent to which the Scrutiny function fits within the wider performance management arrangements of the Council.

11.2 The role of performance management within Scrutiny

At the start of the year when the work programmes for the Scrutiny Boards are developed (June) performance management information is shared with each Board to enable this to shape the direction of their work.

Performance management information is then presented on a quarterly basis to enable the Board to challenge the information and ask questions where appropriate to either the Executive Member, a corporate performance management Officer or the relevant Services Director. This should then provide some assurance that adequate progress is being made and where this is not the case provides a mechanism to challenge performance further.

Concern was raised by one Scrutiny Board Member that consistent poor performance against a particular key performance indicator (KPI) is not identified by Officers as being a potential area where the Scrutiny Board can provide insight and add value to the Council. Some Members, however have to take greater ownership and accountability here and not rely upon others to direct their work programmes but should feel empowered to proactively identify this themselves.

Recommendation Seventeen

Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and use this to direct any area of their annual work programme.

Some Scrutiny Board Members also raised concern that whilst they are presented with data relating to KPIs on an exception basis they often do not fully understand the impact of this. Some organisations actually present information relating to what the impact is on the organisation of not achieving a particular KPI, this may be something the Council should consider for particular KPIs that have had historical poor performance.

11 Performance Management continued

Recommendation Eighteen

Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery. This may help identify areas where the Council could involve Scrutiny Boards further.

There are good examples however of where some Scrutiny Boards are clearly using performance information to shape their work programmes. The Environment and Neighbourhoods Scrutiny Board are one such board which have identified areas where performance was not meeting the required targets and used this to request more detailed information which lead to an inquiry being undertaken.

11.3 Performance Management of Scrutiny

Within the Scrutiny Annual Report there is detail provided of the work that is undertaken by each of the seven Scrutiny Boards. Each Scrutiny Board provides a brief summary of the work they have undertaken and the recommendations raised however it is difficult given the current format of the report to monitor the actual outcomes. Each Scrutiny Board should consider using a consistent table or graph to clearly display the outcomes of the recommendations recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable. This will ensure that the impact of Scrutiny is clearly identifiable. This is to be incorporated into the 2009/10 Annual Report.

Recommendations and action plan

***	Significant residual risk **	Some residual risk		Little residual risk
	Recommendation	Priority	Management response	Responsibility and timescale
1	<p>The Council should review the Scrutiny Board Procedure Rules Guidance Notes and add that the Scrutiny Boards will:</p> <ul style="list-style-type: none"> • Be innovative in their approach to challenging the way the Council operates; • Add value to the Council through the reviews they do; and • Strive to improve communication channels within the Council and the wider community. 	*	Agree.	Head of Scrutiny and Member Development September 2009
2	<p>The Council should publish and distribute local and national examples of where Scrutiny has added value and impact within the Annual Report. This should be seen by full Council and Officers. This will continue to convey the message that by engaging fully with Scrutiny the Council as a whole will benefit through improved public services.</p>	***	<p>Agree.</p> <p>The Annual report is already presented to full council.</p> <p>A number of scrutiny case studies have featured in national toolkits and studies. In addition some scrutiny reviews were featured in the 'Picture of Leeds' series produced for the CPA in 2007.</p> <p>We will look at strengthening this aspect by incorporating such messages into our overall 'communications strategy'.</p>	Head of Scrutiny and Member Development September 2009

Recommendations and action plan

***	Significant residual risk **	Some residual risk	Little residual risk	
	Recommendation	Priority	Management response	
			Responsibility and timescale	
3	The Council should raise the profile of the 'Memorandum of Understanding between Executive Board and Overview and Scrutiny' and should encourage further engagement between the Scrutiny Chairs, Executive Members and Officers. On an annual basis this document should also be included within the Members induction programme.	***	Agree. The development of a Council vision for scrutiny (recommendation 7) will be a good tool to develop this engagement further. The 'Memorandum of Understanding' will be refreshed and re-circulated annually.	Head of Scrutiny and Member Development June 2009 onwards
4	Single item agendas should be introduced for Scrutiny Board meetings to improve their efficiency.	**	Agree. Scrutiny Boards will be encouraged to focus on single item agendas wherever possible and appropriate when developing their work programmes.	Scrutiny Chairs/Head of Scrutiny and Member Development June 2009 onwards
5	Scrutiny Members should be reminded that Scrutiny Board meetings are not a forum to voice personal political views	**	Agree. This will first take place at the June meeting, but Group whips will be reminded via the publication of this report. We accept that whilst party politics should be left at the door, Members will rightly be influenced by their political views but will make recommendations based on evidence.	Scrutiny Chairs/Group Whips/Head of Scrutiny and Member Development June 2009 onwards

Recommendations and action plan (Cont.)

***	Significant residual risk	**	Some residual risk		*	Little residual risk
	Recommendation	Priority	Management response			Responsibility and timescale
6	Each of the Scrutiny Boards should assess more formally whether co-opted Members should be invited to participate in their Board so to allow them to draw from the benefits of their involvement.	**	Agree. This will be a formal item on the June Scrutiny Board meeting agendas.			Head of Scrutiny and Member Development June 2009
7	The Council should ascertain what their overall vision is for the Scrutiny function, formally document this and then publicise it, potentially within the Scrutiny Board Procedure Rule Guidance Notes.	*	Agree. We would suggest that the CfPS five principles of scrutiny are used as a starting point. This will require sign up by the Leaders and should involve a wide range of stakeholders.			Head of Scrutiny and Member Development/ Administration Leaders/Scrutiny Chairs October 2009
8	Scrutiny Members should continue to be encouraged to access web based Scrutiny forums so that they have an additional network of resource to draw upon and it will enable further horizon scanning of emerging issues to be undertaken.	*	Agree. Members will be reminded of these resources on an annual basis at the start of the municipal year, as well as on an ongoing basis.			Head of Scrutiny and Member Development June 2009 onwards

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk	* Management response	Little residual risk Responsibility and timescale
	Recommendation	Priority	Management response	Responsibility and timescale
9	Regular reports should be made to the political parties highlighting the attendance rates for their Members. Where attendance rates fall below an acceptable level then it should be the responsibility of each political group to take appropriate action to address this. Alternatively the number of members on Scrutiny Boards could be reduced if there are too many competing demands on Members' time.	**	Agree. We currently do this to political groups.	Head of Scrutiny and Member Development/ Group Whips Ongoing
10	The Council should consider introducing a 'job specification' outlining the required competencies of a Scrutiny Chair. Each political group should then select the individuals who best meet this specification and this should be approved by the Leader of each group.	**	We shall be introducing 'job specifications' as part of our bid to achieve 'CharterPlus' for Member Development. Whilst the competencies required for the role will be made available to the political groups, the groups need to consider the requirements for the role within the context of national party rules.	Head of Scrutiny and Member Development October 2009 Political Groups

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk	* Little residual risk	Little residual risk
	Recommendation	Priority	Management response	Responsibility and timescale
11	All Scrutiny Boards should have 'real time monitoring' as a standing agenda item.	*	Agree. All Scrutiny Boards have a standing item where they review their work programme, and receive the Forward Plan and Executive Board minutes to assist them in any reprioritisation of work. This is required by the Council's constitution. All Scrutiny Boards also have the facility to engage in general discussions with the appropriate Executive Member and Director about service issues. We would not envisage this being a standing item but a facility available to Scrutiny Boards when appropriate.	Head of Scrutiny and Member Development Ongoing
12	Scrutiny pre-meetings should be more effectively used. They should be a forum to provide real focus in advance of the Scrutiny meeting.	**	Agree. We believe that there is scope to improve on the current use of pre-meetings.	Head of Scrutiny and Member Development/ Scrutiny Chairs June 2009 onwards
13	The Scrutiny Support Unit should remind Officers of the processes that need to be adhered to relating to Call Ins.	*	Agree. We will work with colleagues in Governance Services to ensure officers across the council are aware of the stages and timescales involved in the decision-making process, particularly in relation to the call-in requirements.	Head of Scrutiny and Member Development/Head of Governance Services September 2009

Recommendations and action plan (Cont.)

***	Significant residual risk **	Some residual risk *	Little residual risk	
	Recommendation	Priority	Management response	
			Responsibility and timescale	
14	<p>Within the Scrutiny annual report each Scrutiny Board should clearly outline the service benefits of the recommendations made. In addition each Scrutiny Board should consider using a consistent table or graph to clearly display the impact of their recommendations and the outcomes recording them as implemented; partially implemented; work in progress; not accepted; and no longer applicable.</p>	**	<p>Agree. This will be introduced for the 2009/10 Annual Report. The progress of recommendations will relate mainly to those recommendations made the previous year. We will use our existing recommendation tracking system to provide this information.</p>	<p>Head of Scrutiny and Member Development May 2010</p>
15	<p>There is a continuing need for Executive Members, Scrutiny Board Chairs and Officers to work together to identify areas where the Scrutiny Boards can add value to policy development work streams. Where Scrutiny Boards decide not to undertake work areas suggested by Executive Members a brief rationale should be provided so to prevent any misunderstandings arising.</p>	**	<p>Agree. The success of this will depend on the relationship between Scrutiny and Executive Board Members. The work programme setting meeting in June will be crucial for this to be a success. The Scrutiny Board Procedure Rules already require the Board to provide an explanation where it turns down a suggestion from the Executive Board.</p>	<p>Head of Scrutiny and Member Development June 2009 onwards</p>

Recommendations and action plan (Cont.)

***	Significant residual risk	**	Some residual risk	*	Little residual risk
	Recommendation	Priority	Management response		Responsibility and timescale
16	Templates for the layout of the Annual Report should be provided to Scrutiny Chairs so to increase the consistency and to enable greater comparability between the work of each of the Boards. Within the Annual Report each Scrutiny Board should clearly categorise the work using a consistent series of headings.	**	Agree. This will be introduced for the 2009/10 Annual Report. The use of categories of work has been introduced for the 2008/09 annual report	*	Head of Scrutiny and Member Development May 2010
17	Scrutiny Board Members should be reminded of the need to assess the performance of key indicators throughout the year and use this to direct any area of their annual work programme.	**	Agree. A training session, facilitated by the Centre for Public Scrutiny will take place in June and the messages reinforced throughout the year.		Head of Scrutiny and Member Development May 2009 onwards
18	Where there are key performance indicators with historical poor performance the Council should report to Scrutiny Boards the actual impact of this poor performance on service delivery. This may help identify areas where the Council could involve Scrutiny Boards further.	**	Agree. This will be fed into the quarterly performance monitoring reports received by all Scrutiny Boards		Head of Scrutiny and Member Development and Head of Policy, Planning and Improvement October 2009

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Report of the Head of Scrutiny and Member Development

Scrutiny Board: City Development

Date: 9th June 2009

Subject: Determining the Work Programme 2009/10

Electoral Wards Affected:

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of Report

1.1 The purpose of this report is to determine the Board's work programme for 2009/10.

2.0 Introduction

2.1 Agenda item 9 provided inputs to the development of the Board's work programme. Having considered the written information and having discussed relevant issues with those present at the meeting, the Board is now asked to consider formulating a draft work programme.

2.2 In formulating work programme the Scrutiny Board shall determine;

- how the proposed inquiry meets criteria approved from time to time by the Scrutiny Advisor Group (Attached as Appendix 1)
- whether the programme can be adequately resourced and timetabled.(Appendix 2)

3.0 Recommendations

3.1 Members are requested to consider the Board's work programme.

Background Papers

Council's Constitution - Scrutiny Board Procedure Rules

SCRUTINY BOARD PROCEDURE RULES GUIDANCE NOTE 7

INQUIRY SELECTION CRITERIA

1.0 INTRODUCTION

- 1.1 The Scrutiny Board Procedure Rules require Scrutiny Boards, before deciding to undertake an Inquiry, to:

Consider how a proposed Inquiry meets criteria approved from time to time; and

Consult with any relevant Director and Executive Member

- 1.2 This is to ensure that Scrutiny Boards, when agreeing to undertake an Inquiry, have considered carefully the reasons for that Inquiry, its objectives, whether it can be adequately resourced in terms of Member and Officer time and have sought the views of the relevant Director and Executive Member.
- 1.3 The decision whether to undertake an Inquiry or not rests with the Scrutiny Board.

2.0 INQUIRY SELECTION CRITERIA

- 2.1 At the time of deciding to undertake an Inquiry, the Scrutiny Board will refer to the Inquiry Selection Criteria within this Guidance Note and formally identify which of the agreed criteria the proposed Inquiry meets. The Board will also record the comments of the relevant Director and Executive Member. This process will be recorded in the Scrutiny Board minutes.

INQUIRY SELECTION CRITERIA

Scrutiny Board _____

Inquiry Title _____

Anticipated Start Date _____

Anticipated Finish Date _____

The Inquiry meets the following criteria

- It addresses the Council's agreed Strategic outcomes by reviewing the effectiveness of policy to achieve strategic outcomes as defined by the Leeds Strategic Plan
- Shaping and developing policy through influencing pre-policy discussion

It fulfils a performance management function by

- Reviewing performance of significant parts of service
- Addressing a poor performing service
- Addressing a high level of user dissatisfaction with the service
- Addressing a pattern of budgetary overspends
- Addressing matters raised by external auditors and inspectors

- Addresses an issue of high public interest
- Reviews a Major or Key Officer decision
- Reviews an Executive Board decision
- Reviews a series of decisions which have a significant impact _____
- Has been requested by the Executive Board/Full Council/Scrutiny Advisory Group
- looks at innovative change

Comments of relevant Director and Executive Member (Attach additional sheet if necessary)

Date

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Scrutiny Board (City Development) - Last Revised 28th May 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 7th July 2009			
Recommendation Tracking	To monitor progress on meeting the recommendations agreed on the A660		MSR
Quarterly Accountability Reports	To receive quarter 4 performance reports		PM
Scrutiny of the Budget	To consider what aspects of the budget the Board would wishes to consider		PM
Meeting date: 1st September 2009			
Quarterly Accountability Reports	To receive quarter 1 performance reports		PM
Scrutiny of the Budget	To consider the budget		PM
Recommendation Tracking	To monitor progress on meeting the recommendations agreed on the A660		MSR
Meeting date: 13th October 2009			
Meeting date: 10th November 2009			

Scrutiny Board (City Development) - Last Revised 28th May 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 8th December 2009			
Scrutiny of the Budget	To consider the budget		PM
Recommendation Tracking	To monitor progress on meeting the recommendations agreed on the A660		MSR
Quarterly Accountability Reports	To receive quarter 2 performance reports		PM
Meeting date: 12th January 2010			
Scrutiny of the Budget	To receive budget proposals under the budget and policy framework rules		
Meeting date: 9th February 2010			
Scrutiny of the Budget	To receive and consider quarter 3 financial report.		PM

Scrutiny Board (City Development) - Last Revised 28th May 2009

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 9th March 2010			
Recommendation Tracking	To monitor progress on meeting the recommendations agreed in 2009/2010		MSR
Quarterly Accountability Reports	To receive quarter 3 performance reports		PM
Meeting date: 6th April 2010			
Annual Report			

Comments and Outstanding issues

1. The Board on 16th December 2008 asked to be provided with a further report on what short term improvements could be made to reduce traffic congestion at the A661 King Lane junction with the Ring Road. This is in the course of preparation and will be submitted to the Board as soon as it is available.
2. The Board in December 2008 asked that further scrutiny be undertaken of the work being carried out to the City Varieties during 2009.
3. Possible issue raised by the Board in June 2008 for consideration later in the year - Review of the Environmental Policy and EMAS.
4. Review of the Loop and major arterial routes onto it. This is to consider a review of the Loop following completion of modelling work undertaken on by the City Development department. This modelling work only commenced in late January 2009 and there will be nothing to report on until June 2009 at the earliest.
5. The Board at its meeting in February 2009 asked for details of the process for logging, monitoring and security of planning files and suitable alternatives to **York Stone Paving** particularly in conservation areas in view of the scarcity and cost of York Stone which is being targeted by thieves. A written response was provided by email to all Members of the previous Board.
6. The Board also asked for information on the procurement process for the Leeds Arena and funding arrangements but as this was the subject of legal proceedings by one of the companies who tendered for the contract the Scrutiny Board was not able to consider this.

Key: CCFA / RFS – Councillor call for action / request for scrutiny RP – Review of existing policy DP – Development of new policy
 MSR – Monitoring scrutiny recommendations PM – Performance management B – Briefings (Including potential areas for scrutiny)
 SC – Statutory consultation CI – Call in

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