

SCRUTINY BOARD (ENVIRONMENT AND HOUSING)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Tuesday, 30th June, 2015 at 1.30 pm

(A pre-meeting will take place for ALL Members of the Board at 1.00 p.m.)

MEMBERSHIP

Councillors

- J Bentley - Weetwood;
- D Collins - Horsforth;
- A Gabriel - Beeston and Holbeck;
- P Grahame - Cross Gates and Whinmoor;
- M Iqbal - City and Hunslet;
- A Khan - Burmantofts and Richmond Hill;
- M Lyons - Temple Newsam;
- J Procter (Chair) - Wetherby;
- J Pryor - Headingley;
- K Ritchie - Bramley and Stanningley;
- G Wilkinson - Wetherby;

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

Agenda compiled by:
Kirsty Ware
Scrutiny Support Unit
Tel: 22 43094

Principal Scrutiny Adviser:
Angela Brogden
Tel: 24 74553

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 Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services 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 have been identified.</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 circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 24 MARCH 2015</p> <p>To confirm as a correct record, the minutes of the Scrutiny Board (Housing and Regeneration) meeting held on 24 March 2015.</p>	1 - 6
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Scrutiny and Member Development presenting the Board's terms of reference.</p>	7 - 16
8			<p>CRIME AND DISORDER SCRUTINY</p> <p>To receive a report of the Head of Scrutiny and Member Development on the Crime and Disorder Scrutiny role.</p>	17 - 32
9			<p>CO-OPTED MEMBERS</p> <p>To receive a report of the Head of Scrutiny and Member Development on the appointment of co-opted members to Scrutiny Boards.</p>	33 - 36

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report of the Head of Scrutiny and Member Development on potential sources of work for the Scrutiny Board.</p>	37 - 60
11			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the forthcoming municipal year.</p>	61 - 64
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Tuesday, 21 July 2015 at 1.30pm (pre meeting for all Board Members at 1.00pm)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

Item No	Ward/Equal Opportunities	Item Not Open		Page No

This page is intentionally left blank

SCRUTINY BOARD (HOUSING AND REGENERATION)

TUESDAY, 24TH MARCH, 2015

PRESENT: Councillor J Procter in the Chair

Councillors D Collins, R Grahame,
J Illingworth, M Iqbal, D Nagle, J Pryor,
A Smart, C Towler and G Wilkinson

78 Late Items

There were no late items.

79 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

80 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors C Campbell and P Grahame. Notification was received that Councillor R Grahame was substituting for Councillor P Grahame.

81 Minutes - 24 February 2015

RESOLVED – That the minutes of the meeting held on 24 February 2015 be approved as a correct record.

82 2014/15 Quarter 3 Performance Report

The Director of Environment and Housing and the Director of City Development submitted a joint report which provided a summary of performance against the strategic priorities for the council and city relevant to the Scrutiny Board (Housing and Regeneration).

The following information was appended to the report:

- A summary of performance at Quarter 3 across both City Priority Plan (CPP) and Best Council Plan (BCP) priorities
- Additional information requested by Members at the February Board meeting.

The following were in attendance for this item:

- Martin Farrington, Director of City Development
- Simon Costigan, Chief Officer (Strategic Housing)

- Anna Tansley, Service Manager, Performance and Business Improvement
- Steve Speak, Deputy Chief Planning Officer.

The key areas of discussion were:

- Concern that a case of under occupancy had resulted in an eviction. Board Members were advised that the tenant had not responded to any contact or correspondence regarding support that was available. Checks with adult social care and children's services confirmed that no vulnerable persons lived at the property. The Board requested that background information about the case be reported back to Board Members.
- Concern regarding the % of repairs completed within target in the East and North East area. Board Members were advised that there had been issues in relation to I.T infrastructure and resource requirements (There were currently 40 vacancies for operatives).
- The need for greater engagement with under occupancy cohort experiencing increased debt.
- A request that a breakdown be provided regarding the reduction in long term empty properties (reported as 3,976 in November 2014, a reduction of 771 from April 2014)
- A request for details of the affordable housing included within the number of new homes built.

RESOLVED –

- a) That the contents of the report and appendices be noted
- b) That the information requested be provided to Board Members.

83 Financial Position Statement 2014/15 - City Development and Environment and Housing Directorates

The Directors of Environment and Housing and City Development submitted a joint report which presented a financial update report in relation to services within this Board's portfolio.

The following were in attendance:

- Richard Ellis, Head of Finance (Environment and Housing)
- Simon Criddle, Head of Finance (City Development)

RESOLVED – That the Scrutiny Board notes the projected financial position of the Directorates of City Development and Environment and Housing at period 10 of the financial year 2014/15.

(Councillor J Illingworth joined the meeting at 2.20pm during the consideration of this item.)

(Councillor M Iqbal left the meeting at 2.30pm during the consideration of this item.)

84 East Leeds Orbital Road

The Director of City Development submitted a report which provided an update in relation to the East Leeds Orbital Road.

The following were in attendance for this item:

- Adam Brannen, Head of Regeneration, City Development
- Andrew Hall, Head of Transportation, City Development.

The main areas of discussion were:

- A request that details of amendments to the delivery timetable be reported back to the Board.
- Confirmation that gateway 1 was complete. Investment case and resources had been released to progress gateway 2 (due for completion in November 2017).
- A request that the draft route alignment be provided to Board Members.

RESOLVED –

- (a) That the progress report be noted
- (b) That the information requested be provided to Board Members.

85 Delivering Housing on Council Brownfield Land - Quarterly Update

The Director of City Development submitted a report which provided an update on progress to bring forward new housing development on previously developed land within Council ownership.

The following information was appended to the report:

- Council Brownfield Land Update Schedule.

The following were in attendance:

- Adam Brannen, Head of Regeneration, City Development
- Mark Mills, Executive Manager (Regeneration), City Development.

The key areas of discussion were:

- Involvement of Ward Members and potential role of Community Committees in supporting prompt decision-making about the future use of council property that was no longer required for operational purposes.
- Exploring opportunities for early marketing of sites for disposal.

RESOLVED –

- (a) That the contents of the report and appendices be noted.
- (b) That Community Committees be requested to play a role in supporting prompt decision-making about the future use of council property that is no longer required for operational purposes.

(Councillor D Nagle left at 3.05pm during the consideration of this item.)

86 Recommendation Tracking

The Head of Scrutiny and Member Development submitted a report which invited the Scrutiny Board to monitor progress against a recommendation from the inquiry into private rented sector housing.

The following information was appended to the report:

- Recommendation tracking flow chart

The following were in attendance:

- John Statham, Head of Housing Partnerships, Environment and Housing.

The status of the recommendation from the scrutiny inquiry into private rented sector housing was agreed as follows:

- Recommendation 2 (ii) – Achieved.

RESOLVED – That the above recommendation status be approved.

87 Work Schedule

The Head of Scrutiny and Member Development submitted a report which detailed the Scrutiny Board's work schedule for the current municipal year.

The following information was appended to the report:

- The Scrutiny Board's work schedule
- Minutes of the Tenant Scrutiny Board meeting held on 18 February 2015.

It was suggested that the Board meeting on 28 April 2015 be cancelled.

RESOLVED –

- (a) That the Board meeting on 28 April 2015 be cancelled.
- (b) That the areas of work scheduled for April 2015 be included in the Board's work schedule for 2015/16.

88 Date and Time of Next Meeting

To be confirmed.

89 Kate Arscott

The Chair advised the Board that Kate Arscott was leaving the Council at the end of the month. Members thanked Kate for her hard work and support to the Scrutiny Board and wished her all the best for the future.

(The meeting concluded at 3.30pm.)

This page is intentionally left blank



Report author: Angela Brogden
Tel: 24 74553

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Environment and Housing)

Date: 30th June 2015

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Environment and Housing) for Members' information.

Recommendation

2. Members are requested to note the Scrutiny Board's terms of reference.

1.0 Purpose of this report

- 1.1 This report presents the terms of reference for Scrutiny Board (Environment and Housing).

2.0 Background information

Scrutiny Board's terms of reference

- 2.1 Each year, the Scrutiny Officer conducts a review of scrutiny arrangements to ensure that they are fit for purpose. This year, the focus of the review has been to consider the Board's terms of reference.
- 2.2 In the light of changes to the Council's key partnerships, Council resolved that the terms of reference for Scrutiny Boards be drafted to mirror the executive functions of the Council's directorates. This would provide clarity over the respective remit of each Scrutiny Board.

2.3 This Board's terms of reference are related to functions delegated to the Director of Environment and Housing. The terms of reference are shown as Appendix 1 and the relevant officer delegations as Appendix 2. The Chair has also requested that this Board receives a copy of the officer delegations for the Director of City Development to provide clarity particularly surrounding housing related functions. This is therefore attached as Appendix 3.

2.4 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:

- **Councillor R Lewis (Executive Member for Regeneration, Transport and Planning)**

- Car parking enforcement
- Sustainability (including environmental management and the formulation and implementation of environmental improvement programmes);

- **Councillor D Coupar (Executive Member for Communities)**

- The authority's role as housing authority excluding those functions which the authority has agreed, with the approval of the Secretary of State, that another person should exercise as agent of the authority;
- The condition and occupation of housing;
- Caravan sites and land occupied by travelling people;
- Parks and countryside (including golf courses and outdoor pitches in parks);
- Cemeteries, crematoria, burial grounds and mortuaries; and
- Countryside management (including all matters relating to the provision and maintenance of footpaths and bridleways), and the provision and maintenance of landscaping schemes.

- **Councillor M Dobson (Executive Member for Environmental Protection and Community Safety)**

- The service of an abatement notice in respect of a statutory nuisance;
- The passing of a resolution that schedule 2 of the Noise and Statutory Nuisance Act 1993 should apply in the authority's area;
- The inspection of the authority's area to detect any statutory nuisance;
- The investigation of any complaint as to the existence of a statutory nuisance;
- The control of pollution or management of air quality;
- Development and implementation of municipal waste policy;
- Refuse collection;
- Streetscene management and related enforcement functions, including street and gully cleansing, refuse collection, grounds maintenance, waste management, public conveniences, graffiti removal, fly-tipping and dog warden services; Waste strategy and waste management;
- Community safety and the reduction of crime and disorder (including the management of closed circuit TV);
- Environmental and consumer protection, health and safety other than in relation to Council employees, public health protection (including the investigation and control of notifiable diseases)
- Animal welfare

2.5 Cross directorate working is encouraged and there will potentially be occasions when other directors or Executive Members may be asked to contribute to a Scrutiny inquiry should their portfolio responsibilities be relevant.

3.0 Corporate Considerations

3.1 Consultation and Engagement

3.1.1 These terms of reference were formally considered and approved by Council on 21st May 2015.

3.2 Equality and Diversity / Cohesion and Integration.

3.2.1 In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

3.3 Council Policies and the Best Council Plan

3.3.1 The terms of reference of the Scrutiny Board will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best Council Plan.

3.4 Resources and Value for Money

3.4.1 This report has no specific resource and value for money implications.

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report has no specific legal implications.

3.6 Risk Management

3.6.1 This report has no risk management implications.

4.0 Recommendation

4.1 Members are requested to note the Scrutiny Board's terms of reference.

5.0 Background documents¹

5.1 None

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

This page is intentionally left blank

Scrutiny Board (Environment and Housing)

The Scrutiny Board (Environment and Housing) is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise the functions of a crime and disorder committee⁴, including the following:
 - a. to review or scrutinise the exercise of crime and disorder functions⁵ by responsible authorities;⁶
 - b. to review or scrutinise any local crime or disorder matter raised by a Member;⁷ and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions delegated to the Director of Environment and Housing under the Officer Delegation Scheme (Executive Functions) whether or not those functions are concurrently delegated to any other committee or officer.

² Including matters pertaining to outside bodies and partnerships to which the authority has made appointments.

³ In accordance with Budget and Policy Framework Procedure Rules.

⁴ In accordance with Section 19 Police and Justice Act 2006

⁵ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies).

⁶ These are the authorities responsible for crime and disorder strategies set out in Section 5 of the Crime and Disorder Act 1998

⁷ This is any matter concerning –

- a) crime and disorder (including in particular forms of crime and disorder that involve anti-social behaviour or other behaviour adversely affecting the local environment), or
- b) the misuse of drugs, alcohol and other substances in that area.

which affects all or part of the electoral area for which the Member is elected or any person who lives or works in that area.

This page is intentionally left blank

The Director of Environment and Housing

With the exception of those matters where an appropriate Executive Member¹, has directed that the delegated authority should not be exercised and that the matter should be referred to the Executive Board, for consideration², the Director of Environment and Housing³ is authorised to discharge the following functions⁴:

1. Local choice functions which have been assigned to the Executive (see Section 1 of Part 3 of the Constitution):
 - (a) the service of an abatement notice in respect of a statutory nuisance;
 - (b) the passing of a resolution that schedule 2 of the Noise and Statutory Nuisance Act 1993 should apply in the authority's area;
 - (c) the inspection of the authority's area to detect any statutory nuisance;
 - (d) the investigation of any complaint as to the existence of a statutory nuisance; and
 - (e) the control of pollution or management of air quality.

2. Any function of the Executive in relation to
 - (a) the authority's role as housing authority⁶ excluding those functions which the authority has agreed, with the approval of the Secretary of State, that another person should exercise as agent of the authority⁷;
 - (b) the condition and occupation of housing;
 - (c) caravan sites and land occupied by travelling people;
 - (d) community safety and the reduction of crime and disorder (including the management of closed circuit TV);

¹ An "appropriate Executive Member" is the Leader or other appropriate portfolio-holding Member of the Executive Board

² The Director may consider in respect of any matter that the delegated authority should not be exercised and that it should be referred to the Executive Board for consideration

³ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

⁴ "Function" for these purposes is to be construed in a broad and inclusive fashion and includes the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of the specified functions. The delegation also includes the appointment of the Director as "proper officer" for the purpose of any function delegated to him/her under these arrangements.

⁶ Including functions relating to Supporting People

⁷ These agreements have been made in accordance with Section 27 Housing Act 1985 - see further addendum 1

Officer Delegation Scheme (Executive Functions)

- (e) environmental and consumer protection, health and safety other than in relation to Council employees, public health protection (including the investigation and control of notifiable diseases)⁸;
- (f) animal welfare;
- (g) development and implementation of municipal waste policy;
- (h) refuse collection
- (i) streetscene management and related enforcement functions, including street and gully cleansing, grounds maintenance, waste management, public conveniences, graffiti removal, fly-tipping and dog warden services;
- (j) Car parking enforcement
- (k) sustainability (including environmental management and the formulation and implementation of environmental improvement programmes);
- (l) parks and countryside (including golf courses and outdoor pitches in parks);
- (m) cemeteries, crematoria, burial grounds and mortuaries; and
- (n) countryside management (including all matters relating to the provision and maintenance of footpaths and bridleways), and the provision and maintenance of landscaping schemes.

⁸ Except in respect of any public health protection functions which are the statutory responsibility of the Director of Public Health

The Director Of City Development Appendix 3

With the exception of those matters where an appropriate Executive Member¹ has directed that the delegated authority should not be exercised and that the matter should be referred to the Executive Board for consideration² and with the exception of those matters reserved to the Executive Board³, the Director of City Development⁴ is authorised to discharge the following functions⁵:

- 1) Local choice functions which have been assigned to the Executive (see Section 1 of Part 3 of the Constitution):
 - a) any function related to contaminated land;
 - b) obtaining of information as to interests in land; and
 - c) the making of agreements for the execution of highways works under S278 Highways Act 1980.

- 2) Any function of the Executive⁶ in relation to:
 - a) land and asset management⁸(including strategic investment in the Council's land and property portfolio including valuation, acquisition, appropriation, disposal and other dealings with land or any interest in land);
 - b) the operation of retail and wholesale markets and car boot sales;
 - c) the promotion of economic development and economic led regeneration;
 - d) the management of the city centre (including the promotion of the city centre and management of public spaces);
 - e) building control (whether under the Building Act 1984 or otherwise);

¹ An "appropriate Executive Member" is the Leader or other appropriate portfolio-holding Member of the Executive Board.

² The Director may consider in respect of any matter that the delegated authority should not be exercised and that it should be referred for consideration to the Executive Board.

³ Certain disposals of land are currently required to be referred to an appropriate committee for consideration.

⁴ The fact that a function has been delegated to the Director does not require the Director to give the matter his/her personal attention and the Director may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the Director remains responsible for any decision taken pursuant to such arrangements.

⁵ "Function" for these purposes is to be construed in a broad and inclusive fashion and includes the doing of anything which is calculated to facilitate or is conducive or incidental to the discharge of any of the specified functions. The delegation also includes the appointment of the Director as "proper officer" for the purpose of any function delegated to him/her under these arrangements.

⁶ The Director of City Development will be mindful of the potential for conflicts of interest arising and will make appropriate arrangements in this respect.

⁸ Asset Management does not include the purchasing of energy under the terms of an energy supply contract (including the purchasing of energy for schools) responsibility for which is delegated to the Deputy Chief Executive.

Officer Delegation Scheme (Executive Functions)

- f) the authority's role as highways authority and road traffic authority (including transport (including car parking) policy and transportation) except in relation to parking enforcement;
- g) safety at sports grounds;
- h) flood and water management (including land drainage activities);
- i) architectural and design related services;
- j) street naming and numbering;
- k) tourism and promotions;
- l) culture;
- m) libraries and record repositories
- n) sport and active lifestyles (including community sports facilities (excluding golf courses and outdoor pitches in parks))
- o) assets of community value
- p) housing policy and investment;

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Environment and Housing)

Date: 30th June 2015

Subject: Crime and Disorder Scrutiny

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

1.0 Introduction

- 1.1 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.
- 1.2 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, further extend the remit of local authorities to scrutinise crime and disorder functions and as from April 2009, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment and Housing Scrutiny Board has been assigned to fulfil this role.
- 1.3 In its capacity as a 'Crime and Disorder Committee', the Environment and Housing Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies and include the Local Authority, West Yorkshire Police, West Yorkshire Fire and Rescue Service, Leeds Clinical Commissioning Groups, Office of the Police and Crime Commissioner and the West Yorkshire Community Rehabilitation Company.
- 1.4 The Crime and Disorder Act 1998 also introduced Crime and Disorder Reduction Partnerships (now referred to as Community Safety Partnerships) to develop and implement such strategies. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.

1.5 Home Office guidance recommended that a protocol be developed jointly between the local Scrutiny function and the Community Safety Partnership to help provide guidance and a common understanding of how crime and disorder scrutiny will operate in practice. A protocol was therefore developed in Leeds and is attached for the information of the Scrutiny Board (Appendix 1).

2.0 Introduction of Police and Crime Commissioners and Police and Crime Panels

2.1 The Police Reform and Social Responsibility Act 2011 replaced police authorities with Police and Crime Commissioners (PCCs) and introduced Police and Crime Panels to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.

2.2 On 15th November 2012, Mark Burns-Williamson was elected as the first West Yorkshire Police and Crime Commissioner and will hold office for a period of 3.5 years to May 2016.

2.3 However, local Crime and Disorder Committees have no remit to directly scrutinise their PCCs as this role lies with the new Police and Crime Panels (PCPs). In view of this, particular importance is placed upon forging strong links between Crime and Disorder Committees and their respective PCP members in order to relay to the PCC any issues that have been raised through local scrutiny and vice-versa.

2.4 The West Yorkshire Police and Crime Panel also fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. As such, a 'Principles for Engagement' document was developed in liaison with the five Local Crime and Disorder Scrutiny Committees. This is also attached for Members information (Appendix 2).

3.0 Recommendations

3.1 Members of the Scrutiny Board (Environment and Housing) are asked to

- (i) note the attached joint protocol between Scrutiny and the local Community Safety Partnership
- (ii) note the Principles for Engagement document in relation to the West Yorkshire Police and Crime Panel and the Local Crime and Disorder Scrutiny Committees.

4.0 Background documents¹

4.1 None.

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



Crime and Disorder

Protocol between Scrutiny and the Safer Leeds Partnership

June 2015

1.0 BACKGROUND

- 1.1 The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.
- 1.2 There are four fundamental roles that define good scrutiny and underpin scrutiny activity:
1. provides 'critical friend' challenge to executive policy-makers and decision-makers;
 2. enables the voice and concerns of the public and its communities to be heard;
 3. is carried out by 'independent minded governors' who lead and own the scrutiny process; and
 4. drives improvement in public services
- 1.3 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.
- 1.4 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'.
- 1.5 The purpose of this protocol is to provide guidance and a common understanding on how scrutiny of crime and disorder will operate in Leeds. The publication of Regulations¹ and good working practice has shaped this protocol, which may be revised by agreement between all the interested parties in order to continually improve the scrutiny process. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.

2.0 SCRUTINY BOARDS (GENERAL)

- 2.1 The overall role and function of scrutiny is to hold decision-makers to account and secure improvements in local practice for local people via a contribution to policy development and review. As such, Scrutiny Boards do not have decision-making powers.
- 2.2 Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. These Members will be the only members of the Board with voting rights and will be selected to serve for a period of 12 months. The membership of the Board will seek to avoid conflicts

¹ The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (S.I.2009/942) and the Crime and Disorder (Overview and Scrutiny) (Amendment) Regulations 2010 (S.I. 2010/616).

of interest and where potential for this exists interests of those Members will be declared and subject to the Council's procedures on these matters².

- 2.3 Scrutiny Boards may also seek nominations from other representative groups to act as co-opted members of the Board. These nominations may be for the duration of a municipal year and/or on an inquiry by inquiry basis, as set out in the Scrutiny Board Procedure Rules, Leeds City Council Constitution. However, the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'.

3.0 SCRUTINY OF CRIME AND DISORDER IN LEEDS

3.1 Scope

- 3.1.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5³. The Act also introduced Crime and Disorder Reduction Partnerships (CDRPs) to develop and implement such strategies. However, since 1st March 2010 the Home Office use the term Community Safety Partnerships in replace of CDRPs. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 3.1.2 Responsible authorities also have a duty to work in conjunction with 'co-operating' bodies. The Safer Leeds Executive comprises a number of responsible authorities* and co-operating bodies. These include Leeds City Council*; West Yorkshire Police*; West Yorkshire Fire and Rescue Service*; Leeds Children's Trust Board; Leeds Safeguarding Children's Board; Youth Offending Service; Adult Social Care; Leeds Clinical Commissioning Groups*; Office of the Police and Crime Commissioner*; Housing Leeds ; HM Prison Service Leeds; Third Sector Partnerships and West Yorkshire Community Rehabilitation Company*.
- 3.1.3 The Scrutiny Board will scrutinise the work of the Community Safety Partnership and the partners who comprise it, only insofar as their activities relate to the partnership itself. For the avoidance of doubt, the Scrutiny Board will not extend to the separate statutory functions of the partner bodies, nor will it entail scrutiny of individual cases.
- 3.1.4 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. Local crime and disorder matters should be considered to encompass crime and disorder matters 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:

² Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

³ This was amended by the Policing and Crime Act 2009. Section 108 of the Act provides for every provider of probation services in a particular area, whose arrangements under section 3 of the Offender Management Act 2007 provide for it to be a responsible authority, to be added to the list of "responsible authorities" which comprise the Community Safety Partnership. It also extends the remit of CSPs to explicitly include the reduction of re-offending.

- Antisocial behaviour;
- Other behaviour adversely affecting the local environment;
- The misuse of drugs, alcohol or other substances

3.1.5 While the Police and Justice Act 2006 makes 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.

3.2 Work items

3.2.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board is responsible for considering any Member referred crime and disorder matter. At the beginning of each municipal year, the Community Safety Partnership will be invited to make any referrals to the Scrutiny Board which will be considered as part of its overall work schedule. Such referrals are to be formally agreed and presented by a representative of the Safer Leeds Executive.

3.2.2 Where the production of a specific report is requested and/or necessary for a particular Scrutiny Board meeting, then sufficient notice will be given for the preparation of that documentation. There will be a minimum of 7 working days notice.

3.3 Information to be supplied to the Board

3.3.1 Where the Scrutiny Board makes a request in writing for information, this request will be directed to the Chair of the Safer Leeds Executive for action. This information must be provided no later than the date indicated in the request, or as soon as reasonably possible, but not beyond 2 weeks of the date indicated without the agreement of the Scrutiny Board Chair.

3.3.2 Where information has been requested by the Scrutiny Board in connection with their inquiries, this shall be depersonalised information, unless the identification of an individual is necessary or appropriate in order to enable the Scrutiny Board to properly exercise its powers.

3.3.3 However, requests made by the Scrutiny Board shall not include information that the disclosure of which would not be in the public interest or would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the co-operating bodies.

3.3.4 The Scrutiny Board will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by the Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report. However, Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by placing reports which are not depersonalised

onto a Scrutiny Board agenda as an item to be heard without the press or public present.

3.4 Attending Scrutiny Board Meetings

3.4.1 As the 'Crime and Disorder Committee' the designated Scrutiny Board is required to meet no less than once in every twelve month period to carry out this particular function.

3.4.2 The Scrutiny Board may require the attendance of an officer of a responsible authority or of a co-operating body to answer questions. Where reasonable notice of the intended date is given, the responsible authority or co-operating body will be obliged to attend⁴.

3.4.3 The Scrutiny Support Unit will also try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.

3.4.4 Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the responsible authorities or co-operating bodies may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

3.5 Conduct of Scrutiny Board Inquiries

The role of Terms of Reference

3.5.1 The majority of Scrutiny Inquiries have agreed terms of reference. These are used to inform departments of the Council and partners of the emphasis of a particular inquiry.

3.5.2 Officers in the Scrutiny Support Unit will liaise with relevant officers of the Council and the responsible authorities and co-operating bodies during the preparation of Terms of Reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Co-opted Members

3.5.3 The Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'. The Scrutiny Board has agreed to consider the co-option of any additional members on an inquiry by inquiry basis.

Gathering evidence

3.5.4 The evidence to be gathered will be detailed in the inquiry's terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to

⁴ The responsible authority or co-operating body should ensure that officers attending Scrutiny Board meetings are in a position to answer the Scrutiny Board's questions and are given appropriate support by their line managers.

undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.

- 3.5.5 The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to the responsible authorities or co-operating bodies to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation and publication of reports

- 3.5.6 At the conclusion of an inquiry, where considered appropriate, the Scrutiny Board will produce a preliminary report. This will be drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Board. This report will provide a summary of the evidence submitted, along with the Scrutiny Board's conclusions and recommendations. The Scrutiny Board will consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report. Final reports will be published on the Council's website and be widely available to all relevant stakeholders and members of the public. Copies will be sent to each of the responsible authorities and each of the co-operating persons and bodies.

Response to reports

- 3.5.7 Where the Scrutiny Board makes a report or recommendations to the Council or the Executive about the exercise of crime and disorder functions by responsible authorities, a copy will be provided to each of the responsible authorities and each of the co-operating persons and bodies.
- 3.5.8 Where a relevant authority or co-operating persons or body has been notified, it must:
- consider the report and recommendations;
 - respond in writing to the Scrutiny Board within 28 days of the date of the report or recommendations, indicating what (if any) action it proposes to take; and
 - have regard to the report or recommendations in exercising its functions.
- 3.5.9 The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

3.6 Scrutiny Support Unit

- 3.6.1 In summary, the work of the Scrutiny Support Unit entails:
- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
 - Managing programmes of inquiries for each of the Scrutiny Boards
 - Providing support and guidance to witnesses
 - Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports "in house" as appropriate

- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council's decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

3.6.2 Contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

This page is intentionally left blank



West Yorkshire Police and Crime Panel

Principles for Engagement:

Local Crime and Disorder Scrutiny Committees

Background to Local Crime and Disorder Scrutiny Committees

Provisions in the Police and Justice Act 2006 extended the remit of local authorities to scrutinise crime and disorder functions and as of April 2009 each Council has been required to designate a Scrutiny Board to act as their 'Crime and Disorder Committee.'

'Crime and Disorder Committees' have the powers to review or scrutinise decisions made (or action taken) by the local Community Safety Partnership (CSP) and the 'responsible authorities' that comprise it, but only with regards to activities which relate to the Partnership itself.

Impact of the Police Reform and Social Responsibility Act 2011

Although the Act did not change the legal remit of local authority Crime and Disorder Scrutiny Committees, they will not have the power to directly scrutinise the Police and Crime Commissioner because he/ she will not be a 'responsible authority' on the CSP.

Under previous arrangements the Scrutiny Committees could scrutinise the West Yorkshire Police Authority. However, the reforms signal a readjustment of responsibilities in relation to the scrutiny of policing in West Yorkshire. In this sense, the West Yorkshire Police and Crime Panel will carry out part of the role previously exercised by Local Crime and Disorder Scrutiny Committees.

Rationale for Engagement

The West Yorkshire Police and Crime Panel fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. These Local Scrutiny Committees can play a critical role in helping the Panel:

- To **recognise** the needs and concerns of local communities in relation to community safety and crime.
- To better **understand** the link between the strategic direction set by the Police and Crime Commissioner and its impact on individual wards and **neighbourhoods**.

- To **assess the impact** of all Partners on crime and community safety related issues in each district.
- To apply the **skills and expertise** necessary to effectively scrutinise the Police and Crime Commissioner.
- To **focus** on issues which are common to all of the West Yorkshire districts.
- To **maximise its resources** by contributing to scrutiny work initiated by the West Yorkshire Police and Crime Panel.

Equally, the West Yorkshire Police and Crime Panel is eager to assist Local Crime and Disorder Scrutiny Committees by:

- Holding the **Commissioner to account** if he/she
 - Has a detrimental impact on the safety or confidence of communities in West Yorkshire
 - Raises public concern due to their chosen approach
 - Acts in a way which would have previously prompted the Committee to ‘call in the responsible authority.’
- **Informing and supporting** the Commissioner in such a way as to ensure his/ her approach and plans reflect the needs and interests of the diverse communities across West Yorkshire.
- **Promoting** policing and community safety interventions which have proved successful in the past or are working well under the Commissioner.
- **Leading** on scrutiny investigations on behalf of the five Scrutiny Committees where issues of sub-regional significance have been identified.

Moving Forwards

On the basis of the rationale outlined above, the West Yorkshire Police and Crime Panel will work in partnership with Local Crime and Disorder Scrutiny Committees (CDCs) in the following ways:

1. Panel Meetings

- 1.1 CDC Chairs will, at the very least, be invited to meetings of the West Yorkshire Police and Crime Panel on an annual basis to engage in an open discussion about the impact of the Commissioner in each district and to review the relevance of the latest iteration of the ‘Principles for Engagement.’
- 1.2 Should serious concerns arise during the year, the Panel may ask one or more CDC Chairs to attend additional Panel meetings and provide their perspective on the issue under consideration.

1.3 CDC Chairs can request an item to be put on the agenda of a Panel meeting by contacting the Chair of the Panel directly and explaining the reason for the request.

2. Influencing the Police and Crime Plan

2.1 The Police and Crime Panel is in a fortunate position in terms of its ability to influence the development of the Police and Crime Plan and the CDCs are encouraged to inform the Panel's approach when exercising this influence.

2.2 The Police and Crime Panel will encourage the Commissioner to have regard to the business cases and strategic assessments submitted by the individual authorities when developing his/ her Police and Crime Plan and subsequent commissioning arrangements.

2.3 CDCs will be sent a copy of all the draft iterations of the Police and Crime Plan that are submitted to the Panel and will be asked to return any comments or suggestions in advance of the Panel meeting during which the draft will be discussed.

2.4 CDCs are also asked to brief their authority's Panel Members in advance of any discussions on the Plan so the local perspective is sufficiently understood and so the Panel is made aware if the Plan does not have regard to the evidenced needs of communities across West Yorkshire.

3. Regular Exchange of Information and Intelligence

3.1 The five CDCs will each complete a quarterly briefing note for use by all Panel Members to support them in assessing the impact of the Commissioner across West Yorkshire.

3.2 The lead scrutiny officers will be notified of the deadlines for these briefing notes as far in advance as is practicable. These deadlines will be aligned with Panel Meeting dates as responses will be required two weeks before each Panel meeting.

3.3 All completed briefings notes are to be formally approved by the CDC Chair before submission.

3.4 Unless a request is made to the contrary, all submissions will be circulated to the other CDCs in West Yorkshire to allow comparisons and further linkages to be made.

3.5 The completion of the briefing notes will not be an onerous task and will only call upon information and examples that the CDCs are already aware of or hold.

- 3.6 CDCs will be encouraged to play an active role in developing and adapting the themes covered within the briefing note.
- 3.7 Questions in the briefing note will, at the very least, relate to:
- The findings of any relevant investigations carried out at the local level
 - Plans for any future investigations at the local level which may be of interest or relevance to the Panel and/ or other CDCs in West Yorkshire.
 - Any concerns the CDCs want the Panel to be aware of, to either raise directly with the Police and Crime Commissioner or to investigate further.
 - Any suggestions about the way in which the Panel could better support or influence the approach of the Police and Crime Commissioner.
- 3.8 Panel Members will have sight of all of the completed briefing notes as well as a covering note highlighting any common issues or trends.
- 3.9 CDCs may also choose to arrange regular verbal briefings with the Panel Members representing their authority on the West Yorkshire Police and Crime Panel.

4. Co-ordinating Work Programmes

- 4.1 CDCs will submit the latest iteration of their work programmes along with their quarterly briefing notes.
- 4.2 These work programmes will then be circulated to the five CDC lead officers to help identify linkages across the five CDC work programmes and will also be used by the AWYA to identify linkages between the work of the CDCs and the Panel.
- 4.3 In cases where the CDCs are due to carry out investigations that are likely to be of interest to the Panel, the Panel may request a short briefing note summarising the results of these investigations.
- 4.4 Where one or more of the CDCs are due to investigate the same issue the Panel may decide to carry out the investigation at a sub-regional level on behalf of all five CDCs or in conjunction with them.
- 4.5 If the Panel identifies an issue for concern which relates to only one of the West Yorkshire districts, the relevant CDC may be asked to lead on the resultant investigation with support from a Panel Member from that authority.

- 4.6 CDCs will be notified of such a request from the Panel at the earliest possible opportunity and the Panel recognises that the CDC response to these requests will be dependent on the availability of resources at that time.
- 4.7 Equally, the Panel's ability to lead on investigations on behalf of the CDCs will be resource and work load dependent.

5. Aligning Membership

- 5.1 Where possible, at least one Panel Member will sit on each CDC to ensure the Panel has a detailed understanding of local issues as well as the skills necessary to effectively scrutinise the Commissioner.
- 5.2 Where membership is not aligned in this way a Panel Member from each authority will be designated as the lead Panel Member for their authority's CDC and as such will contribute to CDC meetings and investigations as and when required and subject to existing workload pressures.

This page is intentionally left blank

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Environment and Housing)

Date: 30th June 2015

Subject: Co-opted Members

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

Summary of main issues

1. For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards.
2. This report provides guidance to the Scrutiny Board when seeking to appoint co-opted members. There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are set out in Article 6 of the Council's Constitution and are also summarised within this report.

Recommendation

3. 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.

1 Purpose of this 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 Background information

- 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.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of 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.
- 3.2 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.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and relate to Education representatives.

Issues to consider when seeking to appoint co-opted members

- 3.5 The Constitution makes it clear that 'co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board'. In considering the appointment of co-opted members, Scrutiny Boards should be satisfied that a co-opted member can use their specialist skill or knowledge to add value to the work of the Scrutiny Board. However, co-opted members should not be seen as a replacement to professional advice from officers.

- 3.6 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.7 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint 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.
- 3.8 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.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 During 2010/11, the guidance surrounding co-opted members was discussed by the Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

- 4.2.1 The process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of the Scrutiny Board. In doing so, due regard should also be given to any potential equality issues in line with the Council's Equality and Diversity Scheme.

4.3 Council Policies and Best Council Plan

- 4.3.1 The Council's Scrutiny arrangements are one of the key parts of the Council's governance arrangements. Within the Council's Constitution, there is particular provision for the appointment of co-opted members to individual Scrutiny Boards, which this report seeks to summarise.

4.4 Resources and Value for Money

- 4.4.1 Where applicable, any incidental expenses paid to co-optees will be met within existing resources.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 Where additional members are co-opted onto a Scrutiny Board, such members must comply with the provisions set out in the Member's Code of Conduct as detailed within the Council's Constitution.

4.6 Risk Management

4.6.1 As stated in paragraph 3.7 above, when Scrutiny Boards are considering the appointment of a standing co-opted member for a term of office, they should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference.

5.0 Conclusions

5.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. This report sets out the legislative arrangements in place for the appointment of specific co-opted members and also provides further guidance when seeking to appoint co-opted members.

6.0 Recommendations

6.1 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.

7.0 Background documents¹

7.1 None.

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

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Environment and Housing)

Date: 30th June 2015

Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. The vision for Scrutiny, agreed by full Council on 21st May 2015 (Appendix 1) also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame;
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review;
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place;

- Sufficiently flexible to enable the consideration of urgent matters that may arise during the year.
3. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year. Neil Evans, Director of Environment and Housing, has been invited to today's meeting.

Recommendations

4. Members are requested to;
- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

3.0 Main issues

Best Council Plan

- 3.1 A refresh of the Best Council Plan was agreed at Executive Board in March 2015, to reflect the progress made over the past year and the significant changes to the context in which the council is working. The 'Best Council Plan – Detailed Objectives for 2015-16' is attached as Appendix 2.

Other sources of Scrutiny work

- 3.2 The Scrutiny Boards' terms of reference are also determined by reference to Directors' delegations. As such, Scrutiny Boards have always challenged service directorates across the full range of council activities and the Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate.
- 3.3 Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals. The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework.

Areas of Scrutiny work brought forward from the previous year

- 3.4 The following reviews were commenced by the Safer and Stronger Communities Scrutiny Board last year but unfortunately were not concluded due to capacity issues:
- The role of Police and Community Support Officers linked to local integrated partnership working;
 - Determining recycling options for non-AWC households;
 - The city's Integrated Waste Strategy.
- 3.5 The above matters now fall within the remit of the Environment and Housing Scrutiny Board. As such, in consideration of the Board's work programme this year, Members are asked to consider whether or not to continue with these reviews.
- 3.6 The Housing and Regeneration Scrutiny Board also commenced an inquiry last year in relation to Housing Mix. Whilst the Chair is keen to see this inquiry progressed this year, the Council's Scrutiny Officer has advised that housing policy and investment

falls within the remit of the Director of City Development and not the Director of Environment and Housing. As such, at its meeting on 17th June 2015, the City Development Scrutiny Board considered and agreed to progress this inquiry in collaboration with the Environment and Housing Scrutiny Board.

4.0 Corporate Considerations

4.1 Consultation and Engagement

4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny, agreed by full Council in May 2015 also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

4.2 Equality and Diversity / Cohesion and Integration.

4.2.1 The Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme'.

4.3 Council Policies and the Best Council Plan

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

4.4 Resources and Value for Money

4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.

4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:

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

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 There are no risk management implications relevant to this report.

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors, Executive Board Members and Scrutiny Officer, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to;

- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
- Request that the Chair and the Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a draft work programme.

7.0 Background papers¹

7.1 None

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

This page is intentionally left blank

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice from the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.



Leeds
CITY COUNCIL

BEST COUNCIL PLAN 2015-20

DETAILED OBJECTIVES: 2015-16



LEEDS CITY COUNCIL SUMMARY BEST COUNCIL PLAN 2015-20 UPDATE 2015-16

“Our vision is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city’s economic growth. We will focus on creating the right conditions for the economy in Leeds to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds. We will need an enormous amount of help from our partners and the city’s businesses to succeed in this dual aim, but working together we will achieve our ambition of Leeds being the UK’s best council and best city.”

Cllr Judith Blake
Leader of Leeds
City Council

Tom Riordan
Chief Executive of
Leeds City
Council



Our values will influence how we work

**Working as a
team for Leeds**

**Being open, honest
and trusted**

**Working with
communities**

**Treating
people fairly**

**Spending
money wisely**

For the next 12 months this is what we will be doing:

- 1 **Supporting communities and tackling poverty**
- 2 **Promoting sustainable and inclusive economic growth**
- 3 **Building a child-friendly city**
- 4 **Delivering the better lives programme**
- 5 **Dealing effectively with the city’s waste**
- 6 **Becoming a more efficient and enterprising council**

Our breakthrough projects will help us achieve these objectives by cutting through traditional boundaries and engaging partners and communities differently.

“We are again asking our colleagues to do more with less and to deliver the very best for the people of Leeds. We would like to thank all of you for all you have achieved so far and for the hard work that will undoubtedly be needed ahead.”

Our breakthrough projects will help us develop new ways of working

**Domestic
violence**
and abuse

Hosting **world
class events**
on a global stage as a
smart city

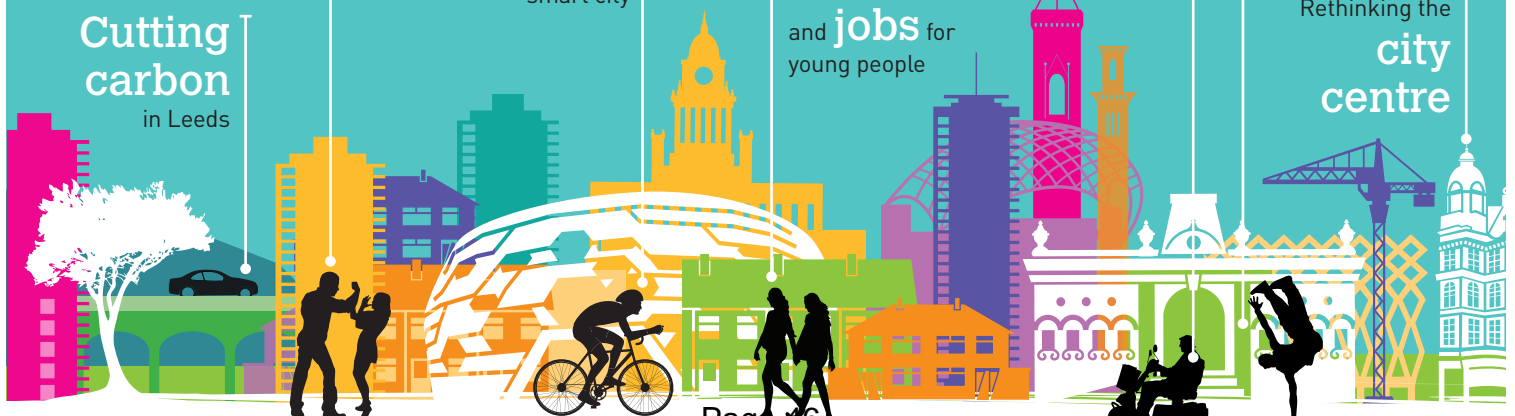
Making Leeds the
best place to
grow old

Reducing health
inequalities through
**healthier
lifestyles**

**Cutting
carbon**
in Leeds

**Housing
growth,**
and **jobs** for
young people

Rethinking the
**city
centre**



INTRODUCTION

The Best Council Plan 2015-20 shares our vision for the future of Leeds City Council and shows how we will meet our responsibilities in a way that serves our communities even better. It explains the council's six objectives for 2015-16, the values that underpin everything we do and the longer-term challenges and opportunities we face in the next five years up to 2020. Please click [here](#) to go to the Best Council Plan 2015-20.

The following pages describe this year's six objectives in more detail so our colleagues can see how the work they do makes a real difference to the people of Leeds and our partners can see how we contribute to citywide priorities. This document also shows how our objectives are interconnected, with each linking to the other five.

For each objective we have provided a short introduction and defined a set of outcomes, priorities and key performance indicators. More detail on each objective can be found in supporting council and partnership plans and strategies which are referenced.

Working with our partners to deliver against these objectives in 2015 and 2016 will help us continue to reduce inequality and move us closer to our ambition of Leeds being the UK's best council and best city: a city that is great for all ages, where people are earning, learning, safe, healthy and engaged.



Objective 1: Supporting communities and tackling poverty

WHY IS THIS IMPORTANT?

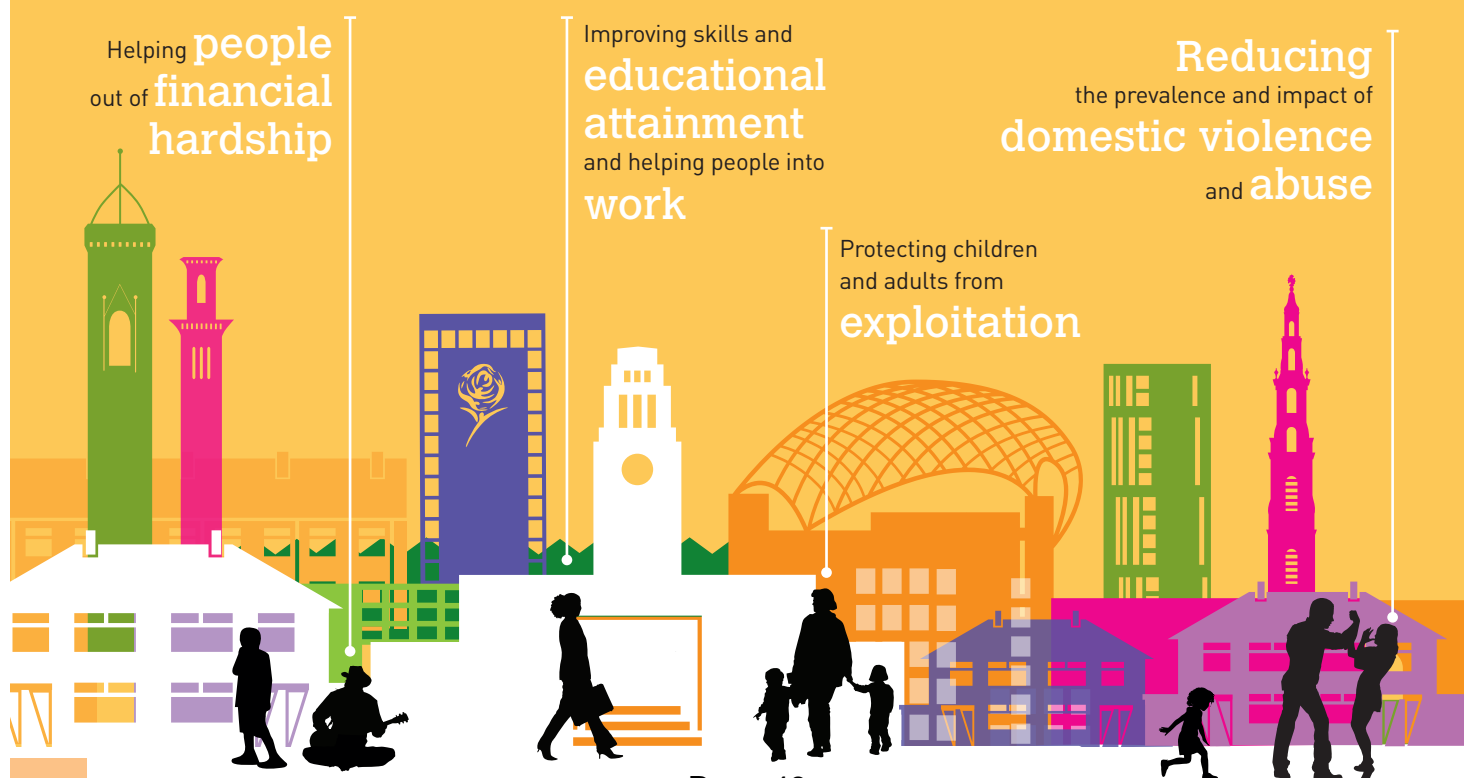
The health of people in Leeds is generally worse than the England average, with deprivation being one of the main contributory factors. Child poverty is at the root of many poor outcomes for children and young people and their families; affecting health, educational attainment and employment prospects. The impact of crime and disorder remains a significant issue for those who live in, work in and visit Leeds. By working with our partners and becoming more connected with the people of Leeds, we will improve the quality of life of all our residents, tackling the challenges of poverty and inequality across the city and fostering a safe, tolerant society.

OUTCOMES – working with partners, what difference do we want to make

People in Leeds:

- Have a better quality of life, particularly those who are vulnerable or experiencing poverty and inequality
- Are safe and feel safe in their homes, in the streets and the places they go
- Live longer and have healthier, active lives
- Have a voice and influence in decision-making
- Receive accessible and integrated services that meet their needs

PRIORITIES – working with partners, what we are focusing on in 2015-16



SUPPORTING PLANS – where you can find more information

- Citizens@Leeds Strategy
- Communities Plan
- Health and Wellbeing Strategy
- Leeds Children and Young People's Plan – from good to great
- Leeds Drug and Alcohol Strategy
- Leeds Mental Health Framework
- Leeds Strategy for Sport and Active Lifestyles
- Safer Leeds Hate Crime Strategy
- Safer Leeds Plan
- Council's cross-cutting breakthrough projects

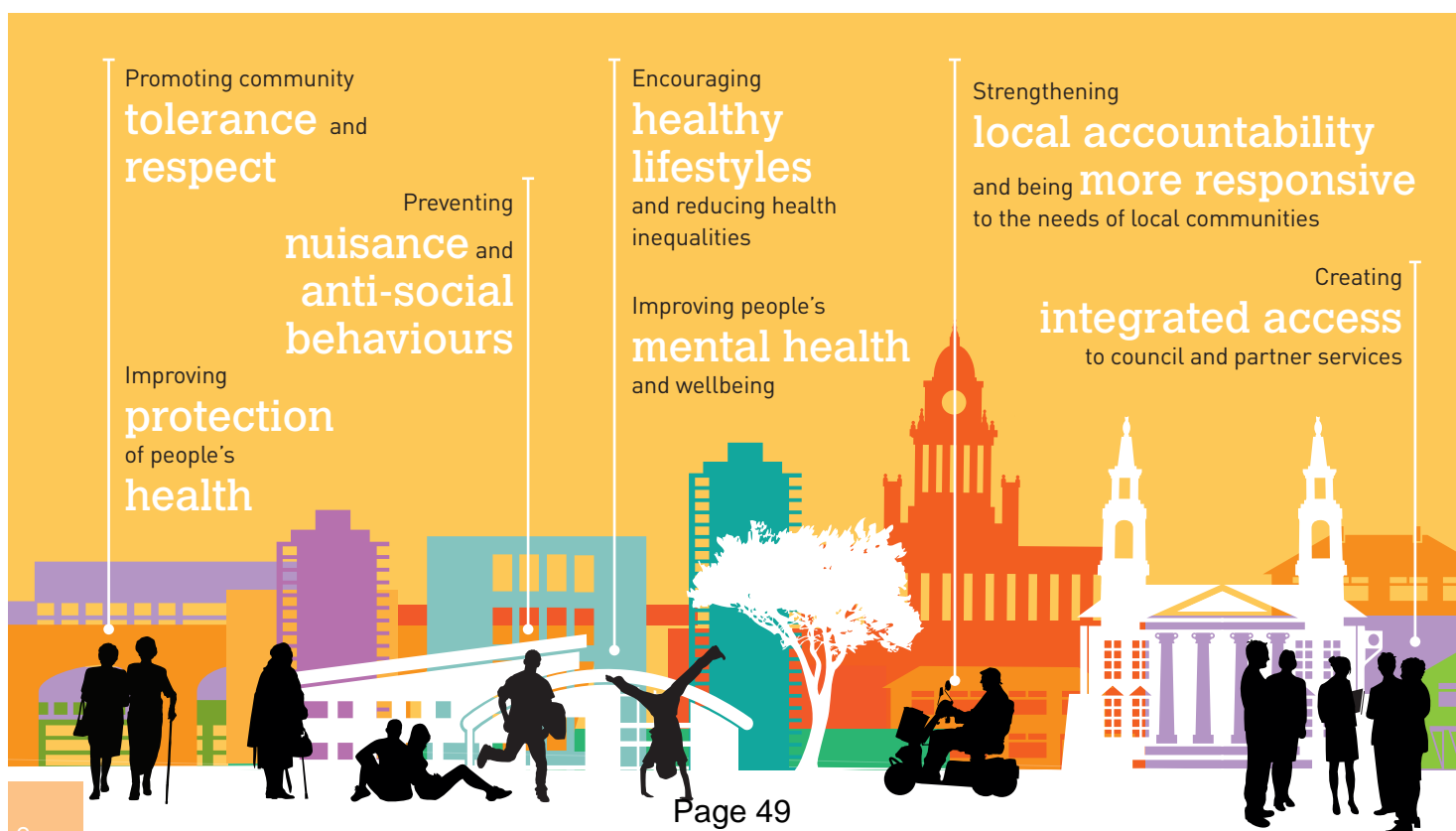
KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

Deliverables

- Deliver a Council Tax Support scheme that helps people into work
- Deliver a new Local Welfare Support scheme to help those facing severe financial hardship
- Roll out city network of community hubs, joining up services to tackle inequality
- Integrate sexual exploitation awareness and referral processes with other community engagement and campaign work
- Establish the 'Front Door Safeguarding Hub' to respond effectively to the risk of domestic violence and abuse and co-ordinate appropriate support
- Embed mental health street triage programmes across the city
- Re-commission Public Health services to improve healthy lifestyles
- Deliver a fully integrated Council Tax service that increases telephone and web access and significantly higher levels of automation
- Put in place cohesive, proactive and responsive infection prevention controls
- Establish, develop, and embed Community Committees and the role of Community Champions in their localities
- Promote the benefits of "good citizenship" and positive relationships through local community safety programmes

Indicators

- Increase provision of free welfare and debt advice
- Reduce number of households in fuel poverty
- Increase number of people supported to improve skills
- Increase number of people supported into jobs
- Increase percentage of adult population active for 30 minutes once per week
- Increase number of NHS health checks
- Reduce repeat incidence rate of domestic violence and abuse
- Reduce number of first time entrants into the youth justice system
- Reduce number of people Killed or Seriously Injured (KSI) in road traffic accidents



Objective 2: Promoting sustainable and inclusive economic growth

WHY IS THIS IMPORTANT?

A prosperous, sustainable and inclusive economy is critical to the future success of Leeds. While businesses create wealth, the council has a central role in creating the conditions for a strong economy and a compassionate city. We will continue to engage in the debate over devolution and play our full part with energy and enthusiasm to ensure that Leeds and the wider Leeds City Region secure the powers and resources we need to accelerate economic growth. As the largest employer, landowner and procurer in the city we can use our assets, working with the private sector and other public partners, to promote economic activity, attract investment and tackle poverty.

OUTCOMES – working with partners, what difference do we want to make

People and businesses in Leeds benefit from:

- A thriving economy, with more and better jobs
- Reduced poverty as a result of good growth
- Housing growth and transport that meets their needs
- A rich cultural offer that surpasses the aspirations of Leeds' residents and visitors
- Increased engagement in decision making through greater freedoms and devolution
- Increased income to the council through a growing economy and tax base

PRIORITIES – working with partners, what we are focusing on in 2015-16

Creating **jobs** through strong leadership and co-ordinated investment

Enhancing the **skills, knowledge** and economic resilience of the workforce

Facilitating **key infrastructure** projects to deliver economic and housing growth

Enhancing the confidence and profile of the city by hosting **world class events**

Improving **transport connectivity** to connect people to jobs and services and expand **travel choice**



SUPPORTING PLANS – where you can find more information

- Leeds City Region Strategic Economic Plan
- Leeds Core Strategy
- Leeds Growth Strategy
- Leeds Local Flood Risk Management Strategy
- Leeds Museums & Galleries Strategic Plan
- Site Allocations Plan
- More Jobs, Better Jobs research programme (with Joseph Rowntree Foundation and the LEP – Local Enterprise Partnership)
- West Yorkshire Transport Plan
- Council’s cross-cutting breakthrough projects

KEY PERFORMANCE INDICATORS – how we’ll know if we’ve made a difference

Deliverables

- Support access to work and career progression
- Progress infrastructure, major development and transport projects that support growth
- Support initiatives to deliver housing growth and reduce the number of empty homes
- Produce Transport Strategy for Leeds
- Develop a strategic investment programme in partnership with Bid4Leeds
- Create an independent European Capital of Culture 2023 steering group

Indicators

- Year on year private sector job growth (BRES – Business Register and Employment Survey)
- Increase number of new jobs created by Leeds City Council / LEP programmes
- Reduce number of people working in Leeds who are earning below the Living Wage
- Achieve housing growth target
- Maximise business rates growth
- Optimise Enterprise Zone receipts
- Reduce percentage of A roads where structural maintenance should be considered
- Increase overall visitor numbers for Leeds City Council events and cultural activities
- Maintain overall satisfaction with cultural provision in Leeds



Objective 3: Building a child-friendly city

WHY IS THIS IMPORTANT?

Our vision is for Leeds to be the best city for children and young people (CYP) to grow up in. We want Leeds to be a child friendly city where children and young people enjoy growing up, achieve their potential and become successful citizens of the future. Outcomes for children and young people in Leeds are good and improving, with the overwhelming majority of children and young people having fun growing up and being ready for adult life.

However, in order to fulfil our child friendly ambitions we need to improve life outcomes for all children, particularly those who are vulnerable or in care, by providing children with the learning, support, advice, guidance, care and opportunities they need to lead successful and fulfilling lives. Through investing in children and young people we are helping build an increasingly prosperous and successful city. Resilient and successful children and families lead to resilient and successful communities which in turn drive city-wide social and economic growth and prosperity.

OUTCOMES – working with partners, what difference do we want to make

All children and young people:

- Are safe from harm
- Do well at all levels of learning and have the skills for life
- Enjoy healthy lifestyles
- Have fun growing up
- Are active citizens who feel they have a voice and influence

PRIORITIES – working with partners, what we are focusing on in 2015-16

Supporting children to have the **best start** in life and be ready for learning

Helping children live in **safe and supportive** families

Improving **social, emotional and mental health** and wellbeing

Increasing numbers participating and engaged in **learning post-16**

Ensuring the **most vulnerable** are protected



SUPPORTING PLANS – where you can find more information

- Health and Wellbeing Strategy
- Leeds Best Start Plan
- Leeds Children and Young People's Plan – from good to great
- Leeds Drug and Alcohol Strategy
- Leeds SEND (Special educational needs and disabilities) Strategy
- Safer Leeds Plan
- Youth Justice Plan
- Council's cross-cutting breakthrough projects

KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

Indicators

- Reduce infant mortality rate
- Increase breastfeeding maintenance at 6-8 weeks
- Reduce number of CYP killed and seriously injured on the city's roads
- Safely reduce the number of children who need to be looked after
- Safely reduce the number of CYP with child protection plans
- Increase percentage with good achievement at end of primary school
- Increase percentage gaining 5 good GCSEs, including English and maths
- Increase percentage gaining Level 3 qualifications by 19
- Reduce education achievement gaps at ages 5, 11, 16 and 19
- Increase primary and secondary school attendance
- Reduce percentage of 16-18 year olds not in education, employment or training (NEET) / not known
- Increase percentage of new school places in good and outstanding schools
- Increase proportion of CYP aged 16+ with SEND (Special Educational Needs and Disabilities) in appropriate education, employment or training
- Increase percentage with good level of development in Early Years
- Reduce number of exclusions from school
- Reduce obesity levels at age 11
- Increase free school meal uptake at primary and secondary schools
- Reduce teenage pregnancy rates
- Reduce rates of under 18s alcohol related hospital admissions
- Increase proportion of CYP who say they are having fun growing up
- Increase CYP's and parents' satisfaction with mental health services
- Reduce proportion of 10-17 year olds offending
- Increase percentage of CYP who report influence in (a) school (b) the community



Objective 4: Delivering the better lives programme

WHY IS THIS IMPORTANT?

We want Leeds to be the best place in the UK to live, and grow old in for anyone with social care needs – a city which offers its residents the best support available to maintain their health and wellbeing long into the future. People who use social care services have told us loud and clear that what they want most is to maintain their independence and stay at home for as long as possible. Our focus remains on ensuring that people with social care needs can access services easily when they need help; maintain their independence with support where needed; and are given choice and control to use the services that best suit their individual needs.

OUTCOMES – working with partners, what difference do we want to make

People with care and support needs in Leeds:

- Are contributors to their community and live healthy, fulfilling lives with adequate access to, and choice and control over, any support that they may need
- Stay independent for as long as possible
- Live safely and with dignity
- Are treated as ‘whole people’ and have an altogether smoother, more seamless, less fragmented experience of their health and social care services
- Have access to a greater choice of services that are geared to respond to people’s specific needs

PRIORITIES – working with partners, what we are focusing on in 2015-16

Ensuring people whose circumstances make them vulnerable are given the **safeguarding** and **support** they need

Helping people exercise greater **choice** and **control** over their lives

Facilitating communities to **come together** to support those isolated or with care and support needs



SUPPORTING PLANS – where you can find more information

- Even Better Lives Lived: Adult Social Care Local Account
- Health and Wellbeing Strategy
- Leeds Market Position Statement
- Council's cross-cutting breakthrough projects

KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

Indicators

- Increase proportion of people who use services who have control over their daily life
- Increase proportion of people using social care who self-direct their own support, and those receiving direct payments
- Increase proportion of adults with learning disabilities in paid employment
- Increase proportion of adults in contact with secondary mental health services in paid employment
- Increase proportion of adults with learning disabilities who live in their own home or with their family
- Increase proportion of adults in contact with secondary mental health services who live independently, with, or without support
- Reduce permanent admissions to residential and nursing care homes, per 100,000 population (18-64)
- Reduce permanent admissions to residential and nursing care homes, per 100,000 population (65+)
- Increase proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services
- Increase proportion of older people offered reablement service following hospital discharge
- Reduce delayed transfers of care from hospital
- Increase overall satisfaction of people who use services with their care and support
- Increase proportion of people who use services and carers who find it easy to find information about services
- Increase proportion of people who use services who feel safe
- Increase proportion of people who use services who say that those services have made them feel safe and secure

Improving the quality of
help available
to friends and family supporting
people with social care needs

Increasing the range
and quality of care and
**support
services**
available

Increasing availability
and effectiveness of
services that
aid recovery
from physical /
mental ill health

Enabling people with social
care needs to receive
**co-ordinated,
effective
personalised**
support



Objective 5: Dealing effectively with the city's waste

WHY IS THIS IMPORTANT?

As the city grows and the amount of waste produced increases, how we deal with the city's waste becomes more and more important. Dealing effectively with the city's waste will reduce the immediate and long term impact on the natural environment, create energy, improve public health, encourage clean neighbourhoods and ease financial strains on the council budget. Having first considered how to minimise the amount of waste we produce, we then need to refocus waste management so that waste is considered more as a resource, being reused or recycled and having value recovered from it wherever possible. We will reduce the costly reliance on landfill disposal and constantly innovate and utilise new technology to improve services and reduce costs. We will create a new social contract where residents, communities, businesses and the third sector recognise that waste is everyone's responsibility.

OUTCOMES – working with partners, what difference do we want to make

People in Leeds benefit from:

- An efficient, reliable and high quality waste collection service
- More waste recycled and less sent to landfill

PRIORITIES – working with partners, what we are focusing on in 2015-16

Minimising the amount of waste that ends up in landfill by maximising recycling, reuse and recovery opportunities

Ensuring waste is collected on the scheduled day



SUPPORTING PLANS – where you can find more information

- Integrated Waste Strategy
- Waste Management Service Plan
- Council's cross-cutting breakthrough projects

KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

Deliverables

- Deliver overall savings of £1.6m by dealing more effectively with the city's waste
- Complete construction on the Recycling and Energy Recovery Facility to accept council waste deliveries by October 2015 and all kerbside residual waste by March 2016
- Commence redevelopment of a modern Household Waste Site at Kirkstall Road and build partnerships with social enterprises and the third sector to provide reuse, recycling and reprocessing facilities
- Expand alternate weekly collections to an additional 64,000 properties increasing coverage to around 80% of properties in the city.
- Complete and evaluate pilot schemes in areas where alternate weekly collections aren't suitable
- Progress roll out and integration of the Integrated Waste Management System to support strategic and operational delivery of the waste service

Indicators

- Increase percentage of waste recycled to 44.2%
- Reduce weight of domestic waste sent to landfill
- Reduce number of reported missed bins per 100,000



Objective 6: Becoming a more efficient and enterprising council

WHY IS THIS IMPORTANT?

In adopting a positive vision for the future of local democracy based on civic enterprise, we will become smaller in size, more focussed in remit, more influential and innovative. We need to work differently, change our approach, embed our 'Doing Our Best' culture and reshape our structures. We need an agile, skilled and diverse workforce with the ability to respond flexibly. We need to maximise income generation and develop services in new markets, whilst ensuring that there are no unintended consequences for vulnerable citizens.

OUTCOMES – working with partners, what difference do we want to make

An organisation that is enabled to achieve through:

- Strong, strategic leadership and effective collaboration with partners, including other public sector bodies, the third sector and the Combined Authority
- A culture that values, engages and supports people and makes the best use of their talent
- Systems, processes and infrastructure that help people get things done easily and efficiently
- Taking informed, transparent decisions and effectively managing risks
- Inclusive and diverse workforce planning that increases flexibility and supports services to stay within budget

PRIORITIES – working with partners, what we are focusing on in 2015-16

Improving
engagement
with the public, partners
and staff

Developing the right **capacity**
and **skills** in our workforce

Reviewing different **funding**
models for different
services and delivering our
financial strategy

Creating flexible,
multi-disciplinary
teams

Increasing **diversity**
in our workforce and
supporting our
lowest paid staff



SUPPORTING PLANS – where you can find more information

- Annual Financial Plan
- Citizens@Leeds Strategy
- ICT Futures & Strategy
- People Plan
- Council's cross-cutting breakthrough projects

KEY PERFORMANCE INDICATORS – how we'll know if we've made a difference

Deliverables

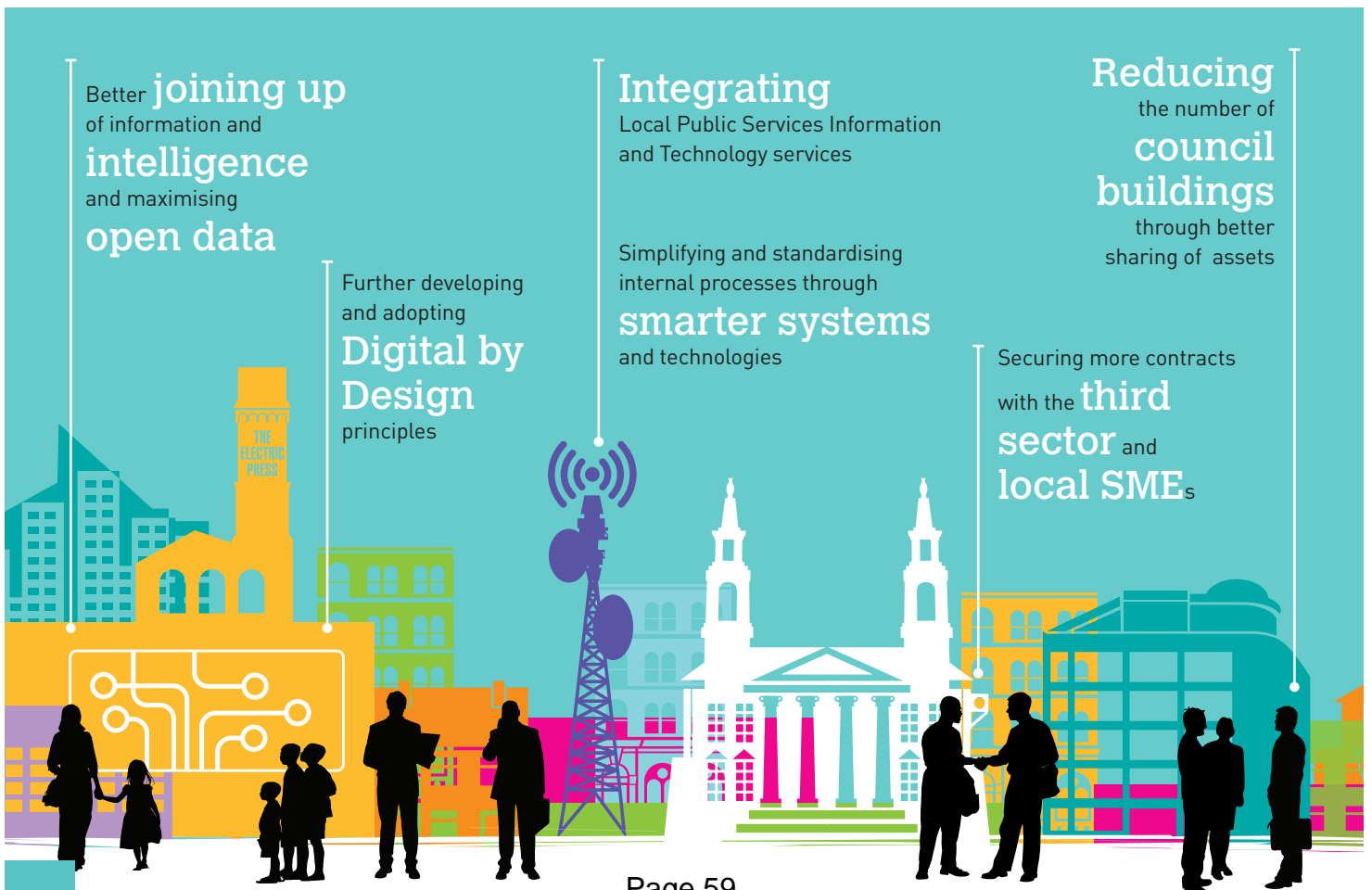
- Develop and roll out a programme of engagement with staff, elected members, the public and partners on the future priorities of the council
- Begin implementing the Combined Authority Low Pay Charter
- Develop career families
- Develop a range of modern business solutions for staff to transact simply and effectively across support services
- Joint commissioning of "End User Compute" services across Health and Care organisations
- Provide a platform-based approach across Leeds for organisations to collaborate to deliver digital solutions

Indicators

- Increase level of employee engagement, particularly number of staff who say, 'I feel I count'
- Demonstrate increase in number of people with

protected characteristics at JNC (senior manager) level

- Increase proportion of people with protected characteristics recruited into the council
- Reduce average sickness levels per full-time equivalent (FTE) member of staff
- Reduce variation in staffing costs and number of FTEs in year
- Reduce number of accidents in the workplace
- Minimise over/under spend / £ for this financial year
- Reduce number of complaints received about council services
- Increase number of compliments received about council services
- Reduce off contract and non-contract spend
- Increase formal consideration of social value – social, economic and environmental factors – at each stage of the procurement life cycle
- Increase percentage of total self-service customer contact received via digital channels



“Our vision is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city’s economic growth. We will focus on creating the right conditions for the economy in Leeds to prosper and, hand in hand with that, ensure a consequence of that growth is a reduction in the inequalities that exist in Leeds. Working together, we will achieve our ambition of Leeds being the UK’s best council and best city.”

Cllr Judith Blake Leader of Leeds City Council

Tom Riordan Chief Executive of Leeds City Council

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Environment and Housing)

Date: 30th June 2015

Subject: Work Schedule

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

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the forthcoming municipal year.

2 Main issues

2.1 Further to the discussions already held during today’s meeting, Members are now requested to translate the decisions made around the chosen topics for Scrutiny into a work schedule for the forthcoming municipal year.

2.2 A draft work schedule is attached. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve performance monitoring, recommendation tracking and Budget and Policy Framework Plans.

3. Recommendations

3.1 Members are asked to prioritise the topics identified for Scrutiny and incorporate these into its work schedule for the forthcoming municipal year.

4. Background papers¹

4.1 None used

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

This page is intentionally left blank

Scrutiny Board (Environment and Housing) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	June	July	August
<i>To be determined</i>			
<i>To be determined</i>			
Briefings	Scrutiny Board Terms of Reference and Sources of Work SB 30/06/15 @ 1.30 pm		
Crime and Disorder Committee work.	Crime and Disorder Scrutiny in Leeds SB 30/06/15 @ 1.30 pm	Safer Leeds Strategy SB 21/07/15 @ 1.30 pm	
Recommendation Tracking			
Performance Monitoring		Quarterly performance report SB 21/07/15 @ 1.30 pm	

Page 63

Area of review	Schedule of meetings/visits during 2015/16		
	September	October	November
<i>To be determined</i>			
<i>To be determined</i>			
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking	Peckfield Landfill Site – formal response SB 15/09/15 @ 1.30 pm		
Performance Monitoring	Quarterly performance report SB 15/09/15 @ 1.30 pm		

Key: SB – Scrutiny Board (Safer and Stronger Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Environment and Housing) Work Schedule for 2015/2016 Municipal Year

Area of review	Schedule of meetings/visits during 2015/16		
	December	January	February
<i>To be determined</i>			
<i>To be determined</i>			
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking			
Performance Monitoring	Quarterly performance report SB 08/12/15 @ 1.30 pm		

Page 64

Area of review	Schedule of meetings/visits during 2015/16		
	March	April	May
<i>To be determined</i>			
<i>To be determined</i>			
Briefings			
Crime and Disorder Committee work.			
Recommendation Tracking			
Performance Monitoring	Quarterly performance report SB 22/03/16 @ 1.30 pm		