



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 22nd June, 2015 at 10.00 am

(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)

MEMBERSHIP

Councillors

S Bentley - Weetwood;
D Cohen - Alwoodley;
C Dobson - Killingbeck and Seacroft;
K Groves (Chair) - Middleton Park;
H Hayden - Temple Newsam;
J Jarosz - Pudsey;
J McKenna - Armley;
D Nagle - Rothwell;
A Sobel - Moortown;
T Wilford - Farnley and Wortley;
R Wood - Calverley and Farsley;

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

Agenda compiled by:
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Scrutiny Support Unit
Tel: 22 43094

Head of Scrutiny and Member
Development:
Peter Marrington
Tel: 39 51151

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 - 27 APRIL 2015</p> <p>To confirm as a correct record, the minutes of the Scrutiny Board (Resources and Council Services) meeting held on 27 April 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 - 18
8			<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report from the Head of Scrutiny and Member Development on potential areas of work for the Scrutiny Board</p>	19 - 30

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Scrutiny and Member Development on the appointment of co-opted Members to Scrutiny Boards</p>	31 - 34
10			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 20 July 2015 at 10.00am (pre meeting for all Board Members at 9.30am)</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

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SCRUTINY BOARD (RESOURCES AND COUNCIL SERVICES)

MONDAY, 27TH APRIL, 2015

PRESENT: Councillor P Grahame in the Chair

Councillors N Dawson, R Grahame,
J Jarosz, A Khan, A Lowe, C Macniven,
T Wilford and R Wood

76 Late Items

There were no late items.

77 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

78 Apologies for Absence and Notification of Substitutes

Apologies for absence were received from Councillors S Bentley and J Cummins.

Councillor R Grahame substituted for Councillor J Cummins.

79 Minutes - 23 February 2015

RESOLVED – That the minutes of the meeting held on 23 February 2015 be confirmed as a correct record.

80 External publication of employee interests for High Risk posts

The Director of Resources submitted a paper addressing issues previously raised by Scrutiny Board.

The following were in attendance to respond to Members' questions:

- Councillor Peter Gruen, Executive Member, Neighbourhoods, Planning and Personnel
- Alex Watson, Head of Human Resources.

In summary the main areas of discussion were:

- Whether the definition for 'senior officer', currently set at Chief Officer level and above was appropriate, and whether less senior officers, also in a position of influence, should be within scope.
- The scope for adding to the 'Declaration of Disclosable Pecuniary Interests' by Members item on formal committee agendas to also include declarations of relevant interests by officers.

- The scope for introducing limitations regarding employees leaving the authority and moving into organisations which might have a financial and/or contractual relationship with the Council.
- Scope for strengthening the advice that former employees should not be afforded preferential access to information by former colleagues.

RESOLVED –

- (a) To agree the suggestions that certain committees and meetings are appropriate for verbal declarations of interest by officers, (in addition to Planning decision meetings), and agree that this would be subject to Trade Unions consultation.
- (b) To agree the proposals regarding measures to limit risks where council staff take up employment with ‘competitor’ organisations.
- (c) To agree the proposals for communication of officer responsibility for handling confidential information, with an emphasis on release of information to ex council staff
- (d) To agree that breach of confidentiality cases arising are reported to Chief Officer HR.

81 Interpreting and Translation Services

The Chief Officer Customer Services submitted a report providing progress of recommendations made by the Scrutiny Board in July 2014.

The following were in attendance to respond to Members’ questions

- Councillor Peter Gruen, Executive Member, Neighbourhoods, Planning and Personnel
- Jayne Grant, CITU Co-ordinator
- Geoff Turnbull, Senior Policy and Performance Officer.

In summary the main areas of discussion were:

- The approval and subsequent implementation of the Interpreting and Translation Service Policy.
- The development of British Sign Language video interpreting service.
- The use of trained interpreting volunteers.

RESOLVED –

- (a) To congratulate the service on the development and implementation of the Interpreting and Translation Service Policy.
- (b) To ask that progress on the policy and other initiatives be brought back to the relevant Scrutiny Board in 6 months’ time.

82 Employee Engagement, Investors in People and Manager Challenge Results for 2014 and culture change priorities for 2015

The Director of Strategy and Resources submitted a report detailing the results of the Employee Engagement Survey for 2014 and also proposals for Manager Challenge.

The following were in attendance to respond to Members' questions

- Councillor Peter Gruen, Executive Member, Neighbourhoods, Planning and Personnel
- Jane Stageman, Head of Human Resources.

In summary the main areas of discussion were:

- The improvement in the response rate to 45% of all employees
- The 5th re-accreditation from IIP.
- The four highest performing areas.
- The two lowest performance areas.
- The success achieved against a backdrop of staff leaving and budget cuts.
- The different response rates and outcomes between those I.T enabled and those not.
- The next phase of Manager Challenge.
- The need for greater Member/officer dialogue in driving the values of the organisation.
- The need to drive the value of cross departmental work and for employees to see themselves as working for Leeds City Council rather than a specific service.
- Analysis of returns from civil enforcement staff.

RESOLVED – That the appropriate Scrutiny Board regularly monitor this area of work.

83 Effective Procurement and Contract Procedure Rules

The Chief Officer PPPU and Procurement and Chief Officer Strategy and Commissioning submitted a report relating to waivers, extensions and contract management. The report also considered contract management in place for Strategy and Commissioning in Public Health.

The following were in attendance to respond to Members' questions

- Councillor Peter Gruen, Executive Member, Neighbourhoods, Planning and Personnel
- Andy Eaton, Executive Manager, Legal Services
- Bridget Emery, Chief Officer Strategy and Commissioning
- Chris Dickinson, Head of Commissioning.

In summary the main areas of discussion were:

- An understanding of the respective roles and responsibilities for contract management within Directorates and the advice role provided by PPPU/PU.
- The accountability of those undertaking procurement.
- The difference between sensible and managed contract extensions and those due to poor management.
- The development of a tool kit to manage waivers, introduced since the last scrutiny board meeting.
- The planned audit work for this municipal year in relation to contract management.
- The concept of commissioning for outcomes.
- A one Commissioning team within the Council with single responsibility and associated timescales.

RESOLVED – That the appropriate Scrutiny Board receives further updates in relation to the development of an Integrated Peoples' Commissioning Service.

84 Community Centres Pricing and Lettings Policy

The Assistant Chief Executive (Citizens and Communities) submitted a report providing an update on the introduction of a new pricing policy for community centres within the citizens and communities portfolio.

The following were in attendance to respond to Members' questions

- Councillor Peter Gruen, Executive Member, Neighbourhoods, Planning and Personnel
- Rory Barke, Area Leader
- Sarn Warbis, Senior Policy and Performance Manager.

In summary the main areas of discussion were:

- The introduction of a new simplified three point pricing policy for community centres from 1 May 2015.
- The introduction of an on-line booking system.
- Key holders.
- The lettings staff.

RESOLVED – To receive regular updates in relation to the management of lettings.

85 Date and Time of Next Meeting

To be confirmed.

86 Chair's Closing Remarks

Closing the meeting the Chair thanked Board members for their hard work. Specifically the Board thanked Councillor JL Carter for his work for the City. A letter of appreciation would be sent. Thanks were also given to Councillor R Grahame for being a substitute for this Board.

(The meeting concluded at 11.45 am).

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Report author: Peter Marrington
Tel: 39 51151

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 22nd 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 (Strategy and Resources) 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 (Strategy and Resources).

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 Chief Executive, the Deputy Chief Executive, and the City Solicitor. The terms of reference are shown as Appendix 1 and the relevant officer delegations as Appendix 2.

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

- **Cllr Blake** - Devolution and local freedoms, The financial strategy of the council
- **Cllr James Lewis** - Making arrangements for the proper administration of the Authority's financial affairs; Budget management (including preparation, monitoring and closure of the accounts); the provision of financial services, treasury management (including the making payment and borrowing of loans); the management, monitoring and control of the capital programme; taxation arrangements, revenue collection of council tax and national non-domestic rates, internal audit, creditor payments, debt recovery, pensions and the council's insurance arrangements); Human resources management (including organisational development and health and safety); Corporate planning and policy development; Performance management; Information and communications technology; Procurement and purchasing Service improvement and transformation; International and external relations Communications strategy and policy; Press and media relations; Knowledge and information management; Risk management and business continuity; civil contingency planning; Civic and community buildings, office accommodation and Facilities management (including but not limited to day to day property maintenance and corporate energy procurement) Civic Enterprise Leeds (including the approval of business cases as and when required for the exercise of trading powers) The registration of births, deaths, marriages and civil partnerships; Licensing and other related functions, and enforcement; Land charges, democratic services; data protection, human rights, freedom of information and the regulation of surveillance activities; and the management of corporate governance.
- **Cllr R Lewis** - Regeneration at a strategic level

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

Consultation and Engagement

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

Equality and Diversity / Cohesion and Integration.

3.2 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.

Council Policies and the Best Council Plan

- 3.3 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.

Resources and Value for Money

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

Legal Implications, Access to Information and Call In

- 3.5 This report has no specific legal implications.

Risk Management

- 3.6 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.

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Scrutiny Board (Strategy and Resources)

The Scrutiny Board (Strategy and Resources) 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 Board³ in relation to the Executive's initial proposals for a plan or strategy within the Budget and Policy Framework which falls within its remit;⁴
5. to review or scrutinise executive decisions that have been Called In; and
6. 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 under the Officer Delegation Schemes for the Chief Executive, the Deputy Chief Executive, and the City Solicitor (whether or not those functions are concurrently delegated to any other committee or officer); and any other function not within the terms of reference of any other Scrutiny Board.

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

³ Under the Budget and Policy Framework Procedure Rules

⁴ Including in relation to the Budget

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The Chief Executive

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 Chief Executive³ is authorised to discharge any function⁴ of the Executive not otherwise delegated to a Director⁵, including:-

- a) Elections;
- b) Civic and ceremonial functions of the Council;
- c) Devolution and local freedoms; and
- d) Regeneration at a strategic level.

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

² The Chief Executive 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 Chief Executive does not require the Chief Executive to give the matter his/her personal attention and he/she may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However, the Chief Executive 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 Chief Executive as “proper officer” for the purpose of any function delegated to him/her under these arrangements.

⁵ “Director” for this purpose includes the Deputy Chief Executive, the Assistant Chief Executive, Directors and all other officers listed in Article 12 .

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The Deputy Chief Executive

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 Deputy Chief Executive³ is authorised to discharge any function⁴ of the Executive in relation to:

- a) Financial strategy of the Council;
- b) budget management (including preparation, monitoring and closure of the accounts);
- c) making arrangements for the proper administration of the authority's financial affairs⁵;
- d) the provision of financial services (including treasury management (including the making payment and borrowing of loans); the management, monitoring and control of the capital programme; taxation arrangements, revenue collection of council tax and national non-domestic rates, internal audit, creditor payments, debt recovery, pensions and the council's insurance arrangements);
- e) human resources management (including organisational development and health and safety);
- f) information and communications technology;
- g) procurement and purchasing;
- h) corporate planning and policy development;
- i) performance management;
- j) service improvement and transformation;
- k) international and external relations;

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

⁵ The Deputy Chief Executive has responsibility for these arrangements as Section 151 Officer

Officer Delegation Scheme (Executive Functions)

- l) communications strategy and policy;
- m) press and media relations;
- n) knowledge and information management;
- o) risk management and business continuity;
- p) civil contingency planning;
- q) civic and community buildings, office accommodation and facilities management (including but not limited to day to day property maintenance and corporate energy procurement); and
- r) Civic Enterprise Leeds (including the approval of business cases as and when required for the exercise of trading powers)⁶.

⁶Subject to consultation with the appropriate Members.

The City Solicitor

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 City Solicitor³ is authorised to:

- (a) act as Solicitor to the Council and to take any action intended to give effect to a decision of the Executive or an officer, including the commencement, defence, withdrawal or settlement of proceedings, and the authorisation of Council officers to conduct legal matters in court;
- (b) discharge any function⁴ of the Executive in relation to:
 - i. democratic services;
 - ii. data protection, human rights, freedom of information and the regulation of surveillance activities; and
 - iii. the management of corporate governance.

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

² The City Solicitor 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 City Solicitor does not require the City Solicitor to give the matter his/her personal attention and the City Solicitor may arrange for such delegation to be exercised by an officer of suitable experience and seniority. However the City Solicitor 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 City Solicitor as “proper officer” for the purpose of any function delegated to him/her under these arrangements. Note, however, for purposes of data protection, human rights, freedom of information, and the regulation of surveillance activities “function” is limited to preparing policies and strategies for approval, guidance and advice, notification and dealings with the Information Commissioner generally, and monitoring compliance.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 22nd 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. Councillor James Lewis, Executive Member, Resources and Strategy and Alan Gay, Deputy Chief Executive have been invited to today's meeting.

Recommendations

3. 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 resulting 'Best Council Plan – Summary' 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.
- 3.4 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. For this Scrutiny Board this means the Executive's initial budget proposals
- 3.5 A list of topics recently covered by this Scrutiny Board is also attached as Appendix 3 for Members' information.

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.

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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 SUMMARY BEST COUNCIL PLAN 2015-20 UPDATE 2015-16

"We have a positive and distinctive vision for the future of Leeds City Council: where the council becomes more enterprising; businesses and partners more civic; and the public more engaged. We will meet our responsibilities in a way that serves our communities even better, reducing inequalities and achieving our ambitions 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."

Tom Riordan
Chief Executive of
Leeds City
Council

Cllr Keith Wakefield
Leader 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 Leeds. Thank you for all you have achieved so far and for the hard work that is going to 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

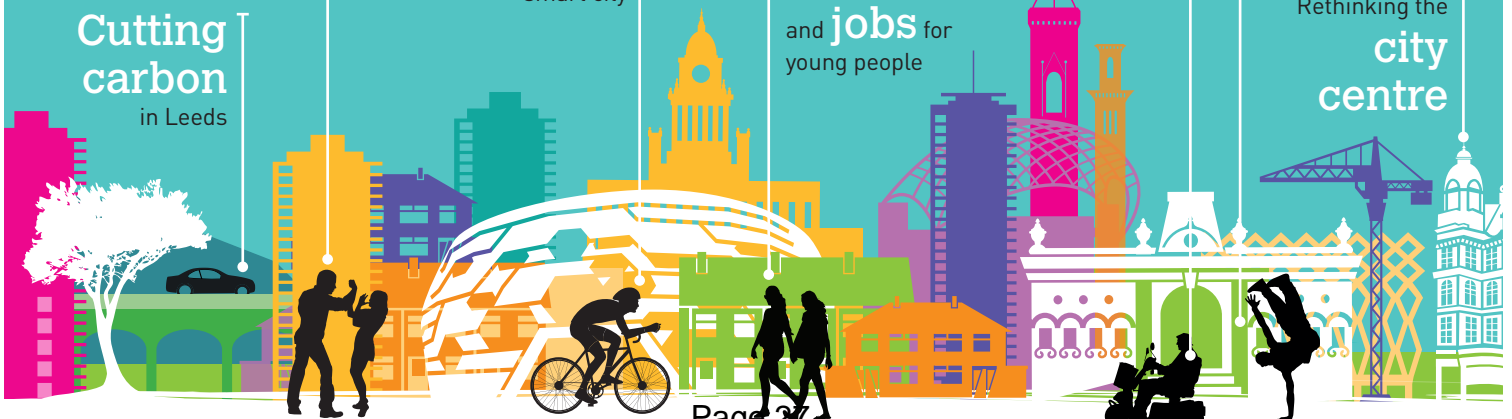
Cutting
carbon
in Leeds

Housing
growth,
and jobs for
young people

Making Leeds the
best place to
grow old

Reducing health
inequalities through
healthier
lifestyles

Rethinking the
city
centre



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Appendix 3

Scrutiny Board (Strategy and Resources) – Recent work areas and outcomes

Officer Interests – resulting in

- that certain committees and meetings are appropriate for verbal declarations of interest by officers, (in addition to Planning decision meetings), and agree that this would be subject to Trade Unions consultation.
- measures to limit risks where council staff take up employment with ‘competitor’ organisations.
- proposals for communication of officer responsibility for handling confidential information, with an emphasis on release of information to ex council staff

How We Work’; Customer Access, Better Business management and Changing the Workplace. - resulting in

- Future updates

Single Commissioning – resulting in

- Future updates

Contract Procedure Rules – resulting in

- The introduction of a contracts calendar to reduce unnecessary contract extensions
- Further work on off contract spend and waivers

Translation Services – resulting in

- The introduction of a policy for the use of interpreting and translation services across Leeds City Council with a view of reducing costs.

Contact Centre - resulting in

- clear recommendations about its future funding,
- anticipating service failures and the consequential increase in Contact Centre activity and
- the development of better working relationships between Directorates and the Contact Centre.

Agency and Overtime – resulting in

- The introduction of the Challenge Panel and the drive to reduce agency staff
- Re shaping the People Plan Score Card and how compliance to objectives is scrutinised

Welfare Reform – resulting in

- Same advice and information given to people
- A contingency fund available to the Contact Centre to deal with spikes in activity
- The idea of room reclassification

Community Centre lettings – resulting in

- A clearer and transparent charging structure

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 22rd 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.