



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 20th June, 2016 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;
K Groves (Chair)	Middleton Park;
H Hayden	Temple Newsam;
J McKenna	Armley;
S McKenna	Garforth and Swillington;
D Nagle	Rothwell;
A Sobel	Moortown;
E Tunnicliffe	Roundhay;
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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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>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>	
4			<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>	
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 - 21 MARCH 2016</p> <p>To confirm as a correct record, the minutes of the meeting held on 21 March 2016.</p>	1 - 4
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Scrutiny presenting the Board's terms of reference.</p>	5 - 14
8			<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Scrutiny on the appointment of co-opted members to Scrutiny Boards.</p>	15 - 18
9			<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report from the Head of Scrutiny on potential areas of work for the Scrutiny Board.</p>	19 - 30

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>WORK SCHEDULE</p> <p>To consider the Board's work schedule for the 2016/17 municipal year.</p>	31 - 36
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 18 July 2016 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 (STRATEGY AND RESOURCES)

MONDAY, 21ST MARCH, 2016

PRESENT: Councillor K Groves in the Chair

Councillors S Bentley, D Cohen,
M Harland, H Hayden, J Jarosz,
J McKenna, D Nagle and T Wilford

66 Late Items

There were no late items.

67 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests.

68 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors C Dobson and R Wood. Notification had been received that Councillor M Harland was to substitute for Councillor C Dobson.

69 Minutes - 22 February 2016

RESOLVED – That the minutes of the meeting held on 22 February 2016 be approved as a correct record.

70 Scrutiny Inquiry into ICT capacity - Session 3

The Head of Service delivery ICT submitted a report which addressed the areas of focus for the second session of the ICT Inquiry, namely:

- Review of current ICT service level agreement (hours of cover, availability) and whether this is appropriate given an increasing demand and expectation from services for extended or even 24 hrs x 7 days x 365 days a year services.
- Review previous investment decisions in relation to system resilience/support and whether further investment may be required to support increased demand for extended or even 24x7x365 services.
- Review of systems that have to be shut down for overnight processing (or other reasons) and the impact this causes.
- Review whether business continuity arrangements in service areas (to deal with unexpected or planned system downtime) are sufficient and effective.

The following were in attendance:

- Dylan Roberts, Chief Information Officer
- Bev Fisher, Head of Service Delivery
- David Pearson, Service Development Manager.

Opening the discussion, the Chair invited the Head of Service Delivery to briefly introduce her report.

In summary, the main areas of discussion were:

- The management of planned maintenance and the need to ensure that such maintenance can be cancelled in the event of an incident.
- The capital investment made to improve resilience.
- Actions taken to improve cyber security.
- Performance against service level agreement.
- Actions to be taken to address areas of weaker performance, particularly service desk and incident management.

A discussion was also held on ICT resilience during the recent floods and issues around the former Vodafone contract.

Concluding the discussion the Chair and Head of Scrutiny provided a summary of the main recommendations arising from the Board's Inquiry. These would be drafted into a statement from the Board.

RESOLVED –

- (a) To receive and note the information provided to address session 3 of the inquiry.
- (b) That the Board be provided with the Chief Digital officer's report on cyber security.
- (c) That the recommendations and observation arising out the Board's work in this matter be drafted into a final report.

71 Strategic Commissioning of "People" services

The Director of Adult Social Services submitted a report detailing the work and findings of an internal review of the strategic commissioning function.

The following were in attendance:

- Councillor James Lewis, Executive Board Member (Resources and Strategy)
- Cath Roff, Director of Adult Social Services
- Bridget Emery, Chief Officer (Strategy and Commissioning)
- Mick Ward, Chief Officer (Commissioning)
- Paul Bollom, Head of Service (Commissioning and Market Management).

Opening the discussion the Chair advised that the impetus for this Scrutiny Board to look at how the Council Commissions Services was the level of spend annually in this area. The Board's initial focus was on looking at the principles, benefits and practicalities of developing a centralised commissioning hub, the purpose of which would be to ensure services are commissioned consistently across the Council based on the evidence of what works and what is value for money. Members of the Board were open-minded as to whether this model would work in Leeds but felt that the concept should be explored.

The Director of Adult Social Services outlined the direction of travel proposed by a cross-directorate working party of senior officers and asked the Board to support its recommendation of the establishment of a Corporate Strategic Commissioning Group and for it to be chaired by a Director and also to support that this Corporate Strategic Commissioning Group set up a cross-directorate Operational Group to be chaired by a Head of Commissioning.

The main areas of discussion were;

- The project mandate given by the Corporate Leadership Team to review of all the functions of the Council that undertake the commissioning of service that provide care and support.
- The methodology used by the review group.
- The new approach of place-based systems of care with commissioning being both strategic and integrated, based on long-term contracts tied to the delivery of defined outcomes.
- Options to include user representation.
- The absence within the proposal of other directorates involved in commissioning.
- The need for firm contract management.
- The anticipated savings generated by the proposed model.
- The relative merits of the approach recommended and the establishment of a single commissioning unit.

The Board, at this stage, did not give its endorsement to the proposal put forward by the cross-directorate review group on the grounds that it was not persuaded by the argument put forward that this model would achieve “the best of both worlds: a good strategic overview and opportunity to think about commissioning in a different way without the fragmentation that a structural solution, .i.e. a single commissioning unit would create”. The Board agreed that the Chair would write to the Chief Executive inviting him to a future meeting of the Board to discuss this further.

RESOLVED –

- (a) That the Board would not endorse the recommendation put forward in the report.
- (b) That the Chair write to the Chief Executive outlining the views of the Board and invite him to a future meeting of the Board.

72 Work Schedule

The Head of Scrutiny and Member Development submitted a report which provided information regarding the Board's work schedule.

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

73 Date and Time of Next Meeting

Monday 25 April 2016 at 10.00am (Pre-meeting for all Board Members at 9.30am)

The meeting concluded at 12.20pm

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 20th June 2016

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

- 2.1 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;

Councillor Blake in relation to; Devolution and local freedoms, Setting, supporting and monitoring the council's financial strategy; International relations

Councillor James Lewis in relation to; Functions in relation to elections; and

Civic and ceremonial functions of the Council, ensuring effective financial management and controls; setting, supporting and monitoring the council's policies and procedures, corporate communications services, the council's corporate planning and policy development services, including coordination of the Best Council Plan. The council's city-wide resilience and emergency planning functions, Civic Enterprise Leeds services, community infrastructure levy spending relating to Strategic Fund, legal services; democratic services including support to elected members in their responsibilities; and supporting the corporate governance of the council.

Councillor R Lewis in relation to City Region Functions.

3.0 Corporate Considerations

Consultation and Engagement

- 3.1 These terms of reference were formally considered and approved by Council on 19th May 2016.

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.

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 is authorised¹ to discharge any function of the Executive not otherwise delegated to a Director including the following functions in relation to ²

1) Functions in relation to elections including:-

- a) The registration of electors;
- b) Elections and referenda in relation to local matters, including:-
 - i) reviews of polling districts, places and stations;
- c) Assisting with and responding to consultation in relation to boundary reviews of all types, including:-
 - i) parliamentary constituency reviews;
 - ii) electoral reviews;
 - iii) principal area boundary reviews;
 - iv) structural reviews; and
- d) Community governance reviews.

2) Civic and ceremonial functions of the Council including:-

- a) Provision of support to the Lord Mayor;
- b) Ceremonial occasions; and
- c) Authorisation of use of Council's Crest.

3) Devolution and local freedoms including:-

- a) Delivery of devolved powers and freedoms, including those received through the city deal and growth deal, in conjunction with the LEP;
- b) Liaison with:-
 - i) West Yorkshire Combined Authority and Leeds City Region bodies;
 - ii) Central government departments; and
 - iii) Core Cities.

4) City Region functions including:-

- a) the Council's interface with Leeds City Region partners, the Local Enterprise Partnership and other city regions.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

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The Deputy Chief Executive is authorised¹ to discharge the following functions²

- 1) Setting, supporting and monitoring the council's financial strategy.**
- 2) Ensuring effective financial management and controls³, including:-**
 - a) managing the Council's borrowing and investment requirements;
 - b) managing and monitoring the Council's revenue budget and capital programme;
 - c) preparation of the Council's financial accounts;
 - d) managing the Council's tax affairs;
 - e) collecting council tax and business rates, and collecting other money that is owed to the council;
 - f) administration of pensions;
 - g) insurance for the council; and
 - h) internal audit.
- 3) Setting, supporting and monitoring the council's policies and procedures for managing:-**
 - a) budgets (including closure of the accounts);
 - b) human resources (including health and safety);
 - c) information and communications technology;
 - d) information governance;
 - e) procurement and purchasing;
 - f) projects and programmes;
 - g) performance and service improvement; and
 - h) risk and business continuity.
- 4) Corporate communications services, including:-**
 - a) the council's communications strategy and policy;
 - b) internal and external communications; and
 - c) press and media relations.
- 5) International Relations**
- 6) The council's corporate planning and policy development services, including coordination of the Best Council Plan**
- 7) The council's city-wide resilience and emergency planning functions**

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ The Deputy Chief Executive has responsibility for these arrangements as Section 151 Officer

8) Civic Enterprise Leeds services including:-

- a) business support, facilities management, and similar services for the council and its civic and community buildings and office accommodation; and
- b) trading these services to schools and other external partners (including the approval of business cases as and when required for the exercise of trading powers)⁴.

9) Community Infrastructure Levy spending relating to Strategic Fund.

⁴Subject to consultation with the appropriate Members.

The City Solicitor is authorised¹ to discharge the following functions in relation to ²

1) Legal Services including:-

- a) Provision of legal advice and related support services;
- b) Functions relating to the role of Solicitor to the Council including:-
 - i) taking any action intended to give effect to a decision of the Executive (taken under the Leader's executive arrangements);
 - ii) the commencement, defence, withdrawal or settlement of proceedings; and
 - iii) the authorisation of Council officers to conduct legal matters in court.

2) Democratic Services including support to elected members in their responsibilities, particularly in respect of:-

- a) The Leader of Council;
- b) Councillors via group support offices;
- c) The full Council meeting;
- d) Executive Board;
- e) Committees appointed by full Council;
- f) Scrutiny of the Executive;
- g) Training and development of councillors; and
- h) Management and oversight of the Members' Allowances Scheme.

3) Supporting the corporate governance of the council, particularly in respect of:-

- a) The requirements of the Members' Code of Conduct;
- b) Compliance with access to information requirements;
- c) Upkeep of the constitution; and
- d) Preparation of the Annual Governance Statement.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

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Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 20th June 2016

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 author: Peter Marrington
Tel: 39 51151

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 20th June 2016

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 officers and Executive Board Member, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year. Councillor James Lewis, Executive Member, Resources and Strategy has 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 by Council in February 2016 to reflect 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 officers, Executive Board Member 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.

BEST CITY • BEST COUNCIL

Tackling poverty and reducing inequalities

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy, that tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all. We will continue to work with others to achieve better outcomes for the city through a combination of innovation and efficiencies.

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Everyone who works for Leeds City Council plays a vital role in shaping our amazing city. Our day-to-day jobs may be very different but they all contribute to improving life in Leeds and creating a strong economy and compassionate city.

We are pleased to share our priorities for 2016/17 in this plan and also look at how we all need to work to achieve our ambitions.

We shared our vision for the future of Leeds City Council in the Best Council Plan 2015-2020: a more enterprising council, working with partners and businesses who are more civic; and a more engaged public. Our overall approach is still guided by this vision and closely aligned with the budget that has been agreed. Significant progress has been made towards these ambitions, using a civic enterprise approach, but more needs to be done – and against a challenging backdrop.

We know that 2016/17 will bring continued reductions in our funding and that this will continue to 2020.

Leeds has a growing and ageing population with increasingly complex needs; some communities are not benefiting from the economic growth the city has experienced and welfare changes could make the inequality gap bigger.

That is one reality but it is certainly not the full story. The full story is about our ambition, and our growing confidence and resilience as a council, a city and a region.

We are determined to keep building a strong economy and working compassionately to tackle poverty and disadvantage. This includes improving the health of the poorest fastest; working to become a child friendly city, investing in our young people; and building on the scale and diversity of the Leeds economy through business investment and expansion.

Maintaining provision of the good quality, efficient services that communities in the city need is essential, while finding new ways of delivering the best for Leeds. Innovative approaches developed with service users, citizens and partners are already changing relationships and shifting responsibilities, with positive results. We encourage everyone to find those big and small ideas which will improve outcomes faster and reduce costs.

We recognise that we are again asking for a lot from our colleagues. We would like to share our heartfelt thanks for all your efforts so far, and for the hard work that will be needed in the year ahead.

Cllr Judith Blake
Leader of
Leeds City
Council



Tom Riordan
Chief Executive of
Leeds City
Council



BEST COUNCIL PLAN 2015-20 UPDATE FOR 2016/17

Tackling poverty and reducing inequalities



BEST COUNCIL PLAN 2015-20 – UPDATE FOR 2016/17

BEST CITY · BEST COUNCIL

Tackling poverty and reducing inequalities



AMBITIONS • Leeds... A Strong Economy and a Compassionate City • Leeds City Council... An Efficient and Enterprising Organisation

2016/17 PRIORITIES

What we and our partners are doing in 2016/17 to improve outcomes

- 1 Supporting economic growth and access to economic opportunities
- 2 Keeping people safe from harm
- 3 Supporting communities, raising aspirations
- 4 Improving educational achievement and closing achievement gaps
- 5 Providing skills programmes and employment support
- 6 Helping people adjust to welfare changes
- 7 Providing enough homes of a high standard in all sectors
- 8 Keeping the streets clean and improving road safety
- 9 Supporting children to have the best start in life
- 10 Preventing people dying early
- 11 Promoting physical activity
- 12 Building capacity for individuals to withstand or recover from illness
- 13 Supporting healthy ageing
- 14 Enabling carers to continue their caring role and careers
- 15 Improving air quality
- 16 Helping deliver a well-connected transport system
- 17 Providing an inclusive, accessible range of transport options
- 18 Hosting world class events in Leeds
- 19 Supporting a resilient, inclusive, cultural and creative sector
- 20 Enhancing the quality of our public realm and green spaces

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live with dignity and stay independent for as long as possible
- Do well at all levels of learning and have the skills they need for life
- Earn enough to support themselves and their families
- Live in good quality, affordable homes within clean and well cared for places
- Move around a well-planned city easily
- Enjoy greater access to green spaces, leisure and the arts

OUTCOMES

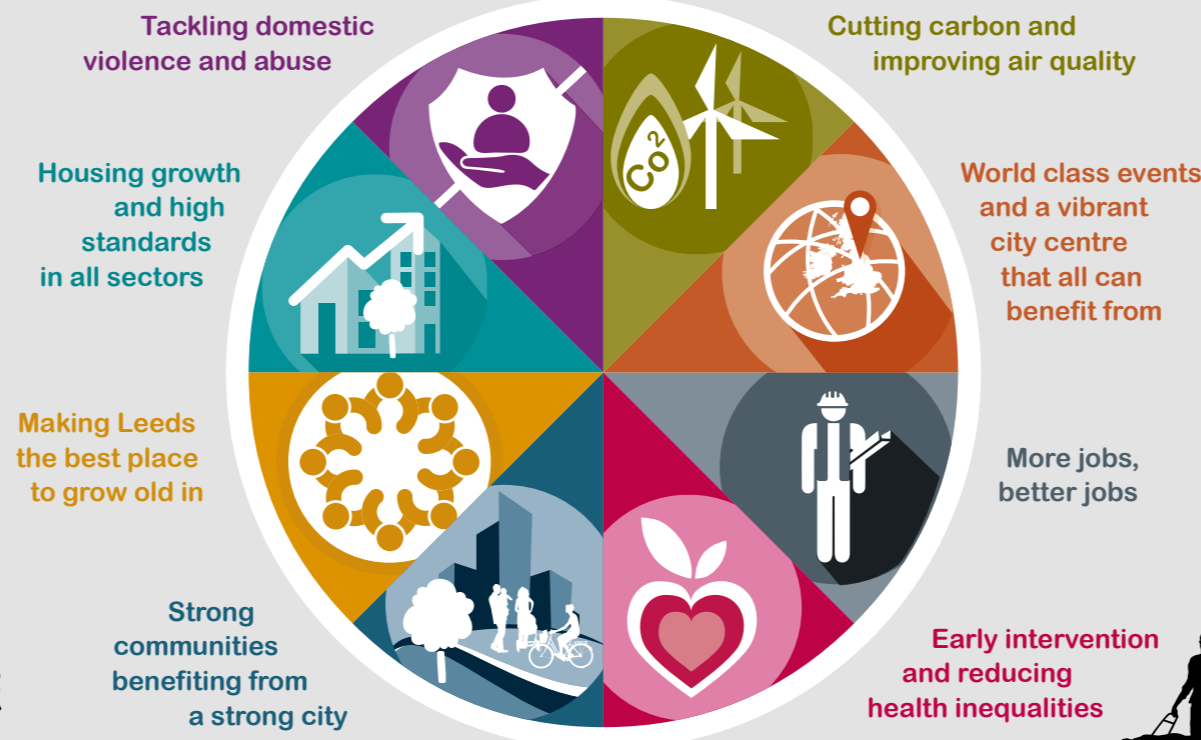
20 FOR 2020

How we are measuring progress in achieving better outcomes: 20 key indicators

- 1 Number of children looked after
- 2 Number of domestic violence and abuse incidents with repeat victims
- 3 Number of recorded nuisance and damage related incidents
- 4 Percentage of adult population active for 30 mins once per week
- 5 Obesity levels at age 11
- 6 Number of Air Quality Management Areas
- 7 Total number of bed weeks in residential and nursing care homes for older people / working age adults supported by the local authority
- 8 Proportion of people who use social care services who say that these services have made them feel safe and secure
- 9 Primary and secondary school attendance
- 10 Percentage of young people NEET (not in education /employment/training) / not known
- 11 Percentage of adults in Leeds who have all 5 basic digital skills
- 12 Percentage of Leeds households in receipt of a welfare benefit and in work
- 13 Business rate growth
- 14 Jobs growth
- 15 Housing growth target
- 16 Energy and thermal efficiency performance of houses
- 17 Percentage of waste recycled
- 18 Access to employment by public transport
- 19 Percentage of city centre travel by sustainable modes (bus, train, cycling, walking)
- 20 Overall satisfaction with cultural provision in Leeds

BREAKTHROUGH PROJECTS

How we are delivering our 2016/17 priorities: a set of 8 cross-cutting projects



COUNCIL VALUES

Underpinning what we do and how we work

Working as a team for Leeds

Being open, honest and trusted








Working with communities





Treating people fairly

Spending money wisely



**Scrutiny Board (Strategy and Resources)
Recent work areas and outcomes 2014 -16**

Inquiry Area		Outcomes/added value
<i>Fees and Charges</i>		<ul style="list-style-type: none"> • Focused on the belief that a critical examination of fees and charges may be an effective way to help ease budget pressures and focus spend and subsidy on the highest priorities and therefore help deliver the Council's Best Council Plan. Proposed a number of areas where fees could be levied. Executive Board agreed all recommendations. Officers now charged with examining fees and charges options • Introduced a revised fees strategy which encourages services to look at how any subsidy might be targeted at priority groups in order to achieve specific council policies within the Best Council Plan.
<i>ICT Resourcing</i>		<ul style="list-style-type: none"> • Revised the manner in which project work is prioritised and agreed, identified actions to help with recruitment and retention. Recommended that a member group be established as a forum for officers to share the challenges and opportunities facing ICT
<i>Non/off contract</i>		<ul style="list-style-type: none"> • Facilitated the collaborative working between the Systems and Information team, Category Teams within PPU and Business Support Centre, Corporate Finance and the Directorates to reduce non/off-contract spend. • Worked with Procurement to identify efficiency measures to reduce off-contract spend and improve contract planning to address unplanned extensions or waivers of contracts.
<i>Career Families</i>		<ul style="list-style-type: none"> • Reviewed the development of career families as a way of making the workforce more agile and flexible, equipped to deliver services.
<i>Commissioning</i>		<ul style="list-style-type: none"> • Reviewed current work to develop a strategic commissioning group, challenged model and financial savings (on going work) Acted as 'critical friend' in the on-going development of an integrated people's commissioning service.
<i>Officer Interests</i>		<ul style="list-style-type: none"> • Resulting in the following: <ul style="list-style-type: none"> • 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.
<i>How We Work'; Customer Access, Better Business management and Changing the Workplace</i>		<ul style="list-style-type: none"> • Resulting in future updates.

Inquiry Area		Outcomes/added value
Contract Procedure Rules		<ul style="list-style-type: none"> • Resulting in the following: <ul style="list-style-type: none"> ➤ The introduction of a contracts calendar to reduce unnecessary contract extensions; ➤ Further work on off contract spend and waivers.
Translation Services		<ul style="list-style-type: none"> • 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		<ul style="list-style-type: none"> • Resulting in the following: <ul style="list-style-type: none"> ➤ clear recommendations about its future funding; ➤ anticipating service failures and the consequential increase in Contact Centre activity; ➤ the development of better working relationships between Directorates and the Contact Centre.
Agency and Overtime		<ul style="list-style-type: none"> • Resulting in the following: <ul style="list-style-type: none"> ➤ 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.

Report of Head of Scrutiny and Member Development

Report to Scrutiny Board (Strategy and Resources)

Date: 20th June 2016

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 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.

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Scrutiny Board (Strategy and Resources) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	June	July	August
Commissioning		Progress report – Cath Roff and Tom Riordan	
Budget			
Briefings		Financial Health Monitoring 2016/17	
Recommendation Tracking		To receive formal response to ICT report	
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	September	October	November
Budget		Financial Health Monitoring 2016/17	Financial Health Monitoring 2016/17
Briefings			
Recommendation Tracking	Non Contract spend Fees and Charges		ICT resources
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	December	January	February
Briefings			
Budget	To receive Executive Board's initial budget proposals	Formal response to Executive Budget proposals	Financial Health Monitoring 2016/17
Recommendation Tracking	Fees and Charges		
Performance Monitoring			
Performance Monitoring			

Scrutiny Board (Strategy and Resources) Work Schedule for 2016/2017 Municipal Year

Area of review	Schedule of meetings/visits during 2016/17		
	March	April	May
Recommendation Tracking			
Performance Monitoring			
Performance Monitoring			