



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Thursday, 22nd June, 2017 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;
A Garthwaite Headingley;
P Grahame (Chair) Cross Gates and Whinmoor;
P Harrand Alwoodley;
J McKenna Armley;
D Nagle Rothwell;
A Smart Armley;
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

Principal Scrutiny Adviser:
Steven Courtney
Tel: 24 74707

Produced on Recycled Paper

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 - 22 MAY 2017</p> <p>To confirm as a correct record the minutes of the meeting held on 22 May 2017.</p>	1 - 4
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive and consider a report from the Head of Governance and Scrutiny Support setting out the Scrutiny Board's Terms of Reference.</p>	5 - 34
8			<p>CO-OPTED MEMBERS</p> <p>To receive and consider a report from the Head of Governance and Scrutiny Support setting out the available options for appointing co-opted members to the Scrutiny Board.</p>	35 - 38

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>SOURCES OF WORK</p> <p>To receive and consider a report from the Head of Governance and Scrutiny Support introducing a range of information to help identify priorities and work items for Scrutiny Board (Strategy and Resources) work schedule 2017/18.</p>	39 - 62
10			<p>FINANCIAL HEALTH MONITORING</p> <p>To receive and consider a report from the Head of Governance and Scrutiny Support introducing a suite of financial reports due to be presented and considered by the Executive Board at its meeting on 21 June 2017.</p> <p>(Reports to follow)</p>	63 - 64
11			<p>WORK SCHEDULE</p> <p>To receive and consider the Scrutiny Board's draft work schedule for the 2017/18 municipal year.</p>	65 - 72
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Friday, 21 July 2017 at 10:30am (Pre-meeting for Board Members at 10:00am).</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<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. 	

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 22ND MAY, 2017

PRESENT: Councillor K Groves in the Chair

Councillors S Bentley, M Harland,
P Harrand, H Hayden, J McKenna,
S McKenna, A Sobel, E Tunnicliffe,
T Wilford and R Wood

93 Late Items

There were no late items; however there was some supplementary financial health monitoring information submitted in relation to agenda item 8 – Additional Workforce and Financial Information (minute 98 refers).

The supplementary information had been provided to all members of the Scrutiny Board and published on the Council's website.

94 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

95 Apologies for Absence and Notification of Substitutes

Apologies for absence had been received from Cllr D Nagle; with Cllr M Harland attending as a substitute member.

96 Minutes - 24 April 2017

The draft minutes of the meeting held on 24 April 2017 were agreed as an accurate record of the meeting.

There were no matters arising discussed at the meeting.

97 Commissioning - draft scrutiny inquiry report

The Head of Governance and Scrutiny Support submitted a report that introduced the Scrutiny Board's draft inquiry report and recommendations in relation to 'Commissioning'.

The following were in attendance for this item:

- Cllr James Lewis – Executive Board member for Strategy and Resources

Draft minutes to be approved at the meeting
to be held on Thursday, 22nd June, 2017

- Cath Roff – Director of Adults and Health
- Mick Ward – Interim Deputy Director, Integrated Commissioning, Adults and Health

The Chair introduced the draft report and recommendations as the culmination of the Boards work over the previous 18-months, and invited the Executive Board member and Director for any specific advice and/or comments.

In response, the Executive Board member:

- Welcomed the Board's draft report, stating it was a useful piece of work and the Scrutiny Board had continually presented a useful 'value for money' challenge in respect of the Council's commissioning of 'people services'.
- Highlighted that, although a number of draft recommendations were directed at the Director of Adults and Health, it would be useful to clarify this was in the capacity as the 'corporate lead officer' for commissioning, and not specifically related to the role as Director.
- Outlined that, subject to the Scrutiny Board's final agreement of the draft report and recommendations, a cross-departmental / Executive Board response would follow.

The Director of Adults and Health responded by confirming the advice included in the cover report presented to the Board and outlined an initial verbal response to the draft recommendations.

The Chair thanked the Executive Board member and Director for their comments, and invited Scrutiny Board members for any further comments or suggested amendments to the draft inquiry report.

RESOLVED –

- (a) To note the comments and observations made at the meeting.
- (b) To agree the draft report and recommendations as presented, subject to any minor amendments and/or corrections that may be required.

98 Additional workforce and financial information

The Head of Governance and Scrutiny Support submitted a report that introduced additional workforce and financial information identified at the previous Board meeting on 24 April 2017.

The following were in attendance for this item:

- Cllr James Lewis – Executive Board member for Strategy and Resources
- Alex Watson – Head of Human Resources
- Richard Ellis – Head of Finance (Corporate)

The Board confirmed that the additional financial information would be better discussed once the final financial outturn data for 2016/17 had been confirmed.

The Board subsequently considered the following additional workforce information:

- The Council's expenditure on overtime payments for 2014/15, 1015/16 and 2016/17.
- Redundancy in schools
- Employee Engagement results (staff survey) for 2016.

In respect of the 'redundancy in schools' information, it was confirmed the data did not include any redundancies from Academies and/or Free Schools based in Leeds. The Board agreed to refer the matter to the Scrutiny Board (Children and Families) for consideration.

RESOLVED –

- (c) To note the additional information provided.
- (d) That further consideration be given to the additional financial information, once the final financial outturn data for 2016/17 had been confirmed.
- (e) That, in respect of the 'redundancy in schools' information, the matter be referred to the Scrutiny Board (Children and Families) for consideration.

99 Date and Time of Next Meeting

It was noted that future meeting dates would be determined in the new municipal year.

At the end of the meeting, the Chair thanked all Board members for their work and contributions throughout the year. Board members acknowledged the Chair's remarks and thanked her for her hard work and dedication.

The meeting closed at 10:35am.

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Report author: Steven Courtney

Tel: 0113 3788666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 22 June 2017

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 This year, one document has been developed to define the Terms of Reference of all Scrutiny Boards (see Appendix 1). In doing so, the variations in the Scrutiny Boards' remit, together with their special responsibilities, are now captured within Article 6 of the constitution (see Appendix 2).
- 2.2 More detailed information surrounding the Scrutiny Board's alignment with relevant officer delegated functions is also attached as Appendix 3.
- 2.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:

- **Councillor J Blake (Leader of Council and Executive Member for Economy and Culture)**

- Setting, supporting and monitoring the Council's financial strategy
- International relations

- **Councillor J Lewis (Executive Member for Resources and Strategy)**

- Functions in relation to elections
- Civic and ceremonial functions of the Council
- Managing 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
- Registrars functions
- Licensing functions
- Local Land Charges functions
- Council tax processing and billing arrangements
- Ensuring effective financial management and controls¹
- Legal Services;
- Democratic Services including support to elected members in their responsibilities
- Supporting the corporate governance of the council.

- **Councillor M Rafique (Executive Member for Employment, Skills and Opportunity)**

- Equalities

¹ The Chief Officer (Financial Services) has responsibility for these arrangements as Section 151 Officer

2.4 In terms of changes to the Scrutiny Board's terms of reference from the previous municipal year (i.e. 2016/17), perhaps the most notable is the inclusion of the following areas (delegated to the Director of Communities and Environment):

- Equalities;
- Registrars functions;
- Licensing functions;
- Local Land Charges functions; and
- Council tax processing and billing arrangements.

3.0 Corporate Considerations

3.1 Consultation and Engagement

3.1.1 These terms of reference were formally considered and approved by Council on 25th May 2017.

3.2 Equality and Diversity / Cohesion and Integration.

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

3.3 Council Policies and the Best Council Plan

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

3.4 Resources and Value for Money

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

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report has no specific legal implications.

3.6 Risk Management

3.6.1 This report has no risk management implications.

4.0 Recommendation

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

5.0 Background documents²

5.1 None

² 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

The Scrutiny Board is authorised to discharge the following overview and scrutiny functions¹:

1. to review or scrutinise decisions made or other action taken in connection with any council or executive function or any matter which affects the authority's area or the inhabitants of that area;²
2. to receive and consider requests for Scrutiny from any source;
3. to review or scrutinise the performance of such Trust / Partnership Boards as fall within its remit;
4. to act as the appropriate Scrutiny Board in relation to the Executive's initial proposals for a relevant plan or strategy within the Budget and Policy Framework which falls within its remit;³
5. to review or scrutinise executive decisions that have been Called In;
6. to exercise such special functions as are allocated in Annex 3 to Article 6 – Scrutiny Boards; and
7. to make such reports and recommendations as it considers appropriate and to receive and monitor formal responses to any reports or recommendations made.

¹ In relation to functions set out in Annex 2 to Article 6 – Scrutiny Boards, whether or not those functions are concurrently delegated to any other committee or officer.

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

The Council will appoint Scrutiny Boards as set out in Annex 2 to this Article to exercise functions conferred by section 9F of the Local Government Act 2000 and in accordance with the National Health Service Act 2006, in accordance with their terms of reference¹.

6.2 VISION FOR SCRUTINY

The Council has adopted a Vision for Scrutiny, which is attached at Annex 1.

6.3 ROLE OF SCRUTINY**Policy development and review**

Within their Terms of Reference all Scrutiny Boards may:

- assist the Council and the Executive in the development of the Budget and Policy Framework by in-depth analysis of policy issues;
- conduct research, community and other consultation in the analysis of policy issues and possible options;
- consider and implement mechanisms to encourage and enhance community participation in the development of policy options;
- question Members of the Executive and Directors about their views on issues and proposals affecting the area; and
- liaise with other external organisations operating in the area, whether national, regional or local, to ensure that the interests of local people are enhanced by collaborative working.

Scrutiny

Within their terms of reference all Scrutiny Boards may:

- make recommendations to the Executive and/or appropriate committees and/or Council arising from the outcome of the scrutiny process;
- review and scrutinise the performance of other public bodies in the area and invite reports from them by requesting them to address the Scrutiny Board and local people about their activities and performance; and
- question and gather evidence.

¹ As set out at Part 3 Section 2A of the Constitution

Article 6 - Scrutiny Boards

6.4 SCRUTINY OFFICER

The Council has designated the post of Head of Governance and Scrutiny Support, as Scrutiny Officer².

The functions of the Scrutiny Officer are:

- (a) to promote the role of the Scrutiny Boards;
- (b) to provide support to the Scrutiny Boards and their members³;
- (c) to provide support and guidance to Members (including Executive Members), and officers⁴, in relation to the Scrutiny Boards' functions;
- (d) to report to Council⁵ annually about how the authority has carried out its overview and scrutiny functions.

6.5 PROCEEDINGS

Scrutiny Boards will conduct their proceedings in accordance with the Scrutiny Board Procedure Rules set out in Part 4 of this Constitution.

6.6 SCRUTINY BOARD CHAIRS

The Chair of each of the Scrutiny Boards shall be appointed in accordance with the Council Procedure Rules.

Group spokespersons shall not be appointed to Chair a Scrutiny Board which corresponds to the same portfolio.⁶

² Under Section 9FB Local Government Act 2000.

³ The Scrutiny Officer shall exercise overall responsibility for the finances made available to Scrutiny Boards.

⁴ The Scrutiny Officer shall exercise overall responsibility for the work programme of the officers employed to support the work of the Scrutiny Boards.

⁵ After consultation with the relevant Scrutiny Chairs

⁶ This does not apply to those groups who have less than 10% of the membership of the Council

Article 6 - Scrutiny Boards

6.7 CO-OPTED MEMBERS

Education Representatives

The following shall be appointed as voting representatives on each relevant Scrutiny Board dealing with educational matters⁷:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - one Church of England diocese representative
 - one Roman Catholic diocese representative
- (b) For a four year term of office:
 - three parent governor representatives

If the relevant Scrutiny Board deals with other matters, these representatives shall not vote on those other matters. They may stay in the meeting and speak.

Crime and Disorder Committee

Subject to the following provisions, the Scrutiny Board allocated special responsibility for crime and disorder may co-opt additional members to serve on the Board⁸.

- The Scrutiny Board cannot in this capacity co-opt an Executive Member.
- Unless the Scrutiny Board decides otherwise, any such co-opted member shall not be entitled to vote.
- The Scrutiny Board may limit a co-opted person's membership to the exercise of the Board's powers in relation to a particular matter or type of matter.
- The Scrutiny Board may withdraw the co-opted person's membership at any time.

Additional co-opted members

The following may be appointed to each Scrutiny Board⁹:

- (a) For a term of office which does not go beyond the next Annual Meeting of the Council:
 - up to five **non-voting** co-opted members
- (b) For a term of office which relates to a particular Scrutiny Inquiry:
 - up to two **non-voting** co-opted members

⁷ A Scrutiny Board is a relevant Scrutiny Board where the Board's functions relate wholly or in part to any education functions which are the responsibility of the authority's executive

⁸ The Crime and Disorder (Overview and Scrutiny) Regulations 2009

⁹ 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.

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 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 (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.***

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Strategy and Resources	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunities (Cllr Rafique) 		<ul style="list-style-type: none"> Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment 	<ul style="list-style-type: none"> Chief Executive (1-2) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19)
Infrastructure and Investment	<ul style="list-style-type: none"> Regeneration, Transport and Planning (Cllr R Lewis) 	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	<ul style="list-style-type: none"> Director of City Development (a, d-w) Chief Planning Officer 	<ul style="list-style-type: none"> Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3, 7-8, 11) Chief Planning Officer (1-4)
Inclusive Growth, Culture and Sport	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Regeneration, Transport and Planning (Cllr R Lewis) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunity (Cllr Rafique) 		<ul style="list-style-type: none"> Director of City Development (b,c) 	<ul style="list-style-type: none"> Chief Executive (3) Director of City Development (4-6, 9-10) Director of Children and Families (2)

¹⁰ 14-16 skills development only

Article 6 - Scrutiny Boards

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Environment, Housing and Communities	<ul style="list-style-type: none"> Communities (Cllr Coupar) Environment and Sustainability (Cllr Yeadon) 	Responsible authorities (defined by S5 Crime and Disorder Act 1998)		<ul style="list-style-type: none"> Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1¹¹, 2)
Children and Families	<ul style="list-style-type: none"> Children and Families (Cllr Mulherin) 		<ul style="list-style-type: none"> Director of Children and Families 	<ul style="list-style-type: none"> Director of Children and Families (1, 2¹², 3)
Adults and Health	<ul style="list-style-type: none"> Health, Wellbeing and Adults (Cllr Charlwood) 	Relevant NHS bodies or health service providers including:- CCGs NHS Trusts Healthwatch Leeds	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Director of Adults and Health (1 - 8) Director of Public Health (1-6)

¹¹ Relating to provision of frontline services only

¹² Excluding 14-16 skills development

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

The Scrutiny Board (Infrastructure and Investment) is allocated special responsibility for flood risk management namely:-

- To review and scrutinise the exercise by risk management authorities¹³ of flood risk management functions¹⁴ which may affect the Leeds City Council area¹⁵.

2 – Crime and Disorder

The Scrutiny Board (Environment, Housing and Communities) is allocated special responsibility for crime and disorder namely:-

- To exercise the functions of a crime and disorder committee¹⁶, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹⁷ by responsible authorities¹⁸; and
 - b) To review or scrutinise any local crime or disorder matter¹⁹ raised by a Member.

3 – Health

The Scrutiny Board (Adults and Health) is allocated special responsibility for health namely:-

- to review and scrutinise any matter relating to the planning, provision and operation of the health service in its area and to make reports and recommendations on any such matter it has reviewed or scrutinised;
- to comment on, make recommendations about, or report to the Secretary of State in writing about such proposals as are referred to the authority by a relevant NHS body or a relevant health service provider;
- to respond to consultation by any relevant NHS body or health service provider; and
- to nominate Members to any joint overview and scrutiny committee appointed by the authority.²⁰

¹³ As defined by Section 6 Flood and Water Management Act 2010

¹⁴ As defined by Section 4 Flood and Water Management Act 2010

¹⁵ In accordance with Section 9FH Local Government Act 2000

¹⁶ In accordance with Section 19 Police and Justice Act 2006

¹⁷ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁸ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁹ Any matter concerning –

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

²⁰ such nominations to reflect the political balance of the Board.

Article 6 - Scrutiny Boards

Matters which fall within the terms of reference of the Scrutiny Board (Adult Social Services and Public Health) include:

- arrangements made by local NHS bodies to secure hospital and community health services to the inhabitants of the authority's area and the quality and safety of such services;
- the provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
- arrangements made by the authority for public health, health promotion, health improvement and for addressing health inequalities;
- the planning of health services by NHS bodies, including plans made in co-operation with local authority's Health and Wellbeing Board for improving both the health of the local population and the provision of health care to that population;
- any matter referred by Healthwatch Leeds; and
- the arrangements made by relevant NHS bodies and health service providers for consulting and involving patients and the public.

The Scrutiny Board may make recommendations to the authority, relevant NHS bodies, or relevant health service providers arising from the scrutiny process.

4– Residual Responsibility

The Scrutiny Board (Strategy and Resources) is allocated residual responsibility for any function not otherwise allocated to a Scrutiny Board.

Officer Delegation Scheme (Executive Functions) relevant to the Scrutiny Board (Strategy and Resources)

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.

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.

Officer Delegation Scheme (Executive Functions) relevant to the Scrutiny Board (Strategy and Resources)

The Director of Resources and Housing is authorised³ to discharge the following functions⁴

- 1) Setting, supporting and monitoring the council's financial strategy.**
- 2) Managing effective financial management and controls, including:-**
 - a) collecting council tax and business rates, and collecting other money that is owed to the council;
 - b) administration of pensions; and
 - c) insurance for the council.
- 3) Setting, supporting and monitoring the council's policies and procedures for managing:-**
 - a) budgets;
 - b) human resources (including health and safety);
 - c) information and communications technology;
 - d) information governance;
 - e) procurement and purchasing;
 - f) projects and programmes;
 - g) Joint Strategic Needs Analysis;
 - h) performance and service improvement; and
 - i) 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**
- 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)⁵.
- 9) Community Infrastructure Levy spending relating to Strategic Fund.**

³ 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.

⁴ Together with similar and ancillary functions which have not been delegated to another Director.

⁵Subject to consultation with the appropriate Members.

Officer Delegation Scheme (Executive Functions) relevant to the Scrutiny Board (Strategy and Resources)

The City Solicitor is authorised⁶ to discharge the following functions in relation to ⁷

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;
 - iii) the authorisation of Council officers to conduct legal matters in court; and
- c) The issue of appropriate indemnities to Directors in relation to Public Private Partnership / Private Finance Initiative and other major property and infrastructure related projects where a Director:-
 - i) Signs a certificate under the Local Government (Contracts) Act 1997; or
 - ii) Acts as a director to the LEP or LIFTco.

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.

⁶ 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.

⁷ Together with similar and ancillary functions which have not been delegated to another Director.

Officer Delegation Scheme (Executive Functions) relevant to the Scrutiny Board (Strategy and Resources)

The Chief Officer (Financial Services) is authorised⁸ to discharge the following functions⁹

- 1) Ensuring effective financial management and controls¹⁰, including:-**
 - a) Reporting on the robustness of the Council's financial plans;
 - b) managing the Council's borrowing and investment requirements;
 - c) managing and monitoring the Council's revenue budget and capital programme;
 - d) preparation and closure of the Council's financial accounts;
 - e) managing the Council's tax affairs; and
 - f) internal audit.

⁸ 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.

⁹ Together with similar and ancillary functions which have not been delegated to another Director.

¹⁰ The Chief Officer (Financial Services) has responsibility for these arrangements as Section 151 Officer

Officer Delegation Scheme (Executive Functions) relevant to the Scrutiny Board (Strategy and Resources)

The Director of Communities and Environment is authorised¹¹ to discharge the following functions¹²

2) Equalities.

15) Registrars functions including:-

- a) Registration of births, deaths, marriages and civil partnerships; and
- b) Provision of civic weddings, civil partnerships and citizenship ceremonies.

16) Licensing functions including:-

- a) Taxi and Private hire licensing functions and related enforcement activities;
- b) The administration and enforcement of licences for entertainment, gambling and the sale of alcohol; and
- c) Miscellaneous licences.

17) Local Land Charges functions including:-

- a) Maintenance of the Local Land Charges Register; and
- b) Responsibility for processing local authority searches.

19) Council tax processing and billing arrangements including:-

- a) Annual billing;
- b) Discount schemes including single person discounts;
- c) Administration of s13 decisions; and
- d) Empty property charges.

¹¹ 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.

¹² Together with similar and ancillary functions which have not been delegated to another Director.

*Officer Delegation Scheme (Council (non-executive) functions)***Chief Executive**

1. The Chief Executive is the Head of Paid Service for the Council.
2. The Chief Executive is the Electoral Registration Officer for the Council, and the Returning Officer for local elections.

The Chief Executive¹³ is authorised to discharge the following Council (non-executive) functions:

Functions relating to Elections

(a)	To assign officers in relation to requisitions of the registration officer	Section 52(4) of the Representation of the People Act 1983
(b)	To provide assistance at European Parliamentary elections	Section 6(7) and (8) of the European Parliamentary Elections Act 2002
(c)	To divide constituency into polling districts	Section 18A to 18E of and Schedule A1 to the Representation of the People Act 1983
(d)	To divide electoral divisions into polling districts at local government elections	Section 31 of the Representation of the People Act 1983
(e)	Powers in respect of holding of elections	Section 39(4) of the Representation of the People Act 1983
(f)	To pay expenses properly incurred by electoral registration officer	Section 54 of the Representation of the People Act 1983
(g)	To fill vacancies in the event of insufficient nominations	Section 21 of the Representation of the People Act 1985
(h)	To declare vacancy in office in certain cases	Section 86 of the Local Government Act 1972
(i)	To give public notice of a casual vacancy	Section 87 of the Local Government Act 1972
(j)	To submit proposals to the Secretary of State for an order under section 10 (pilot schemes for local elections in England and Wales) of the Representation of the People Act 2000	Section 10 of the Representation of the People Act 2000
(k)	Functions relating to community governance ¹⁴	
	i. Duties relating to community governance reviews	Section 79 of the Local Government and Public Involvement in Health Act 2007
	ii. Functions relating to community	Sections 80, 83 to 85 of the Local

¹³ 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 the Chief Executive 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.

¹⁴ Functions relating to making of recommendations under section 87 – 92 of the Local Government and Public Involvement in Health Act 2007 (Item 5 Paragraph EB of Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000/2853) are reserved to the relevant committee that is responsible for making recommendations to full Council.

Officer Delegation Scheme (Council (non-executive) functions)

	governance petitions.	Government and Public Involvement in Health Act 2007
	iii. Functions relating to terms of reference of review	Sections 81(4) to (6) of the Local Government and Public Involvement in Health Act 2007
	iv. Power to undertake a community governance review.	Section 82 of the Local Government and Public Involvement in Health Act 2007
	v. Duties when undertaking review.	Section 93 to 95 of the Local Government and Public Involvement in Health Act 2007
	vi. Duty to publicise outcome of review.	Section 96 of the Local Government and Public Involvement in Health Act 2007
	vii. Duty to send two copies of order to Secretary of State and Electoral Commission.	Section 98(1) of the Local Government and Public Involvement in Health Act 2007
(l)	Functions relating to consultation and notification processes in relation to changing the name of an electoral area ¹⁵	S59 of the Local Government and Public Involvement in Health Act 2007
(m)	To dissolve small parish councils	Section 10 of the Local Government Act 1972
(n)	To make orders for grouping parishes, dissolving groups and separating parishes from groups	Section 11 of the Local Government Act 1972
(o)	To make temporary appointments to parish councils	Section 91 of the Local Government Act 1972

Functions relating to changing governance arrangements

(a)	To secure that copies of a document setting out new governance arrangements are available for public inspection, and to publish a notice about the change	Section 9KC Local Government Act 2000
(b)	To take any step, subject to timely consultation with General Purposes Committee in advance of any action being taken, under or for the purposes of complying with any order from the Secretary of State under Section 9N of the Local Government Act 2000, or related regulations	Section 9N Local Government Act 2000

¹⁵ The function of passing a resolution to change the name of an electoral area under s59(1) of the Local Government and Public Involvement in Health Act 2007 is reserved to full Council

*Officer Delegation Scheme (Council (non-executive) functions)***Director of Resources and Housing**

1. Subject to the Exception listed below, the Director of Resources and Housing¹⁶ is authorised to discharge the following Council (non-executive) functions:

Functions relating to Human Resources

(a)	Functions relating to local government pensions, etc	Regulations under section 7, 12 or 24 of the Superannuation Act 1972
(b)	To make arrangements to consider and determine employee appeals in relation to grievances, grading and dismissal ¹⁷	Section 112 Local Government Act 1972
(c)	To determine employee terms and conditions	Section 112 Local Government Act 1972

Functions relating to standing orders

(a)	To make standing orders in relation to Officer Employment	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
(b)	To make standing orders as to contracts	Section 135 of the Local Government Act 1972

Regulatory functions

(a)	To issue licences authorising the use of land as a caravan site ("site licences")	Section 3(3) of the Caravan Sites and Control of Development Act 1960
(b)	To license the use of moveable dwellings and camping sites	Section 269(1) of the Public Health Act 1936

¹⁶ 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.

¹⁷ Except in relation to those which are to be determined by the Employment Committee.

*Officer Delegation Scheme (Council (non-executive) functions)***Chief Officer (Financial Services)**

1. Subject to the Exception listed below, the Chief Officer (Financial Services)¹⁸ is authorised to discharge the following Council (non-executive) functions¹⁹:

Functions relating to standing orders

(a)	To make standing orders in relation to Finance	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
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¹⁸ The fact that a function has been delegated to the Chief Officer does not require the Chief Officer to give the matter his/her personal attention and the Chief Officer may arrange for such delegation to be exercised by an officer of suitable experience and seniority, however, the Chief Officer remains responsible for any decision taken pursuant to such arrangements.

¹⁹ The Chief Officer (Financial Services) has responsibility for these functions as the Council's S151 Officer.

*Officer Delegation Scheme (Council (non-executive) functions)***City Solicitor**

1. The City Solicitor is the Monitoring Officer for the Council.
2. The City Solicitor ²⁰ is authorised to discharge the following Local Choice Functions which have been assigned to full Council (see Part 3 Section 1 of the Constitution):

(a)	To appoint review boards under the Social Security Act 1998 ²¹
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3. The City Solicitor is authorised to discharge the following Council (non-executive) functions:

To make standing orders in relation to Access to Information	Section 106 of, and paragraph 42 of Schedule 12 to the Local Government Act 1972
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4. Appointments to Committees Boards and Panels

The City Solicitor is authorised to appoint members to vacancies during the period between the local elections and the Annual Council meeting, in consultation with appropriate whips, in order to secure that meetings necessary to be held during that period can proceed with adequate and appropriate membership levels.

5. Provision of Legal Services

The City Solicitor is authorised to take any action intended to give effect to a decision of the Council (including decisions taken by a Council committee in accordance with its terms of reference or by a Director in accordance with this scheme of delegation.)

²⁰ 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.

²¹ s34 (4) Social Security Act 1998

*Officer Delegation Scheme (Council (non-executive) functions)***Director of Communities and Environment**

Subject to the exceptions listed below, the Director of Communities and Environment²² is authorised to discharge the following Council (non-executive) functions:

1. Regulatory Functions

(a)	To approve premises for the solemnisation of marriages	Section 46A of the Marriage Act 1949 and the Marriages (Approved Premises) Regulations 1995(SI 1995/510)
(b)	To license premises for acupuncture, tattooing, ear-piercing and electrolysis	Sections 13 to 17 of the Local Government (Miscellaneous Provisions) Act 1982
(c)	To license premises for the breeding of dogs	Section 1 of the Breeding of Dogs Act 1973 and Section 1 of the Breeding and Sale of Dogs (Welfare) Act 1999
(d)	To license pet shops and other establishment where animals are bred or kept for the purposes of carrying on a business	Section 1 of the Pet Animals Act 1951, section 1 of the Animal Boarding Establishments Act 1963, the Riding Establishments Act 1964 and 1970, section 1 of the Breeding of Dogs Act 1973 and sections 1 and 8 of the Breeding and Sale of Dogs (Welfare) Act 1999
(e)	To register animal trainers and exhibitors	Section 1 of the Performing Animals (Regulation) Act 1925
(f)	To license zoos	Section 1 of the Zoo Licensing Act 1981
(g)	To license dangerous wild animals	Section 1 of the Dangerous Wild Animals Act 1976
(h)	To grant consent for the operation of a loudspeaker	Schedule 2 to the Noise and Statutory Nuisance Act 1993
(i)	To issue licences for the movement of pigs	Article 12 of the Pigs (Records, Identification and Movement) Order 1995 (SI 1996/11)
(j)	To license the sale of pigs	Article 13 of the Pigs (Records, Identification and Movement) Order 1995
(k)	To license collecting centres for the movement of pigs	Article 14 of the Pigs (Records, Identification and Movement) Order 1995
(l)	To issue a licence to move cattle from a market	Article 5(2) of the Cattle Identification Regulations 1998 (SI 1998/871)

²² 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.

Officer Delegation Scheme (Council (non-executive) functions)

(m)	To sanction use of parts of buildings for storage of celluloid	Section 1 of the Celluloid and Cinematograph Film Act 1922
(n)	Duty to enforce Chapter 1 and regulations made under it	Section 10(3) of the Health Act 2006
(o)	Power to authorise officers	Section 10(5) of, and paragraph 1 of Schedule 2 to, the Health Act 2006
(p)	Functions related to fixed penalty notices	Paragraphs 13,15 and 16 of Schedule 1 to the Health Act 2006. Smoke-free (Vehicle Operators and Penalty Notices) Regulations 2007 (SI 2006/760)
(q)	Power to transfer enforcement functions to another enforcement authority	Smoke-free(Premises and Enforcement) Regulations 2006 (SI 2006/3368)
(r)	To license pleasure boats and pleasure vessels	Section 94 of the Public Health Acts Amendment Act 1907
(s)	To authorise erection of stiles etc on footpaths or bridleways ²³	Section 147 of the Highways Act 1980
(t)	To create footpath bridleway or restricted byway by agreement	Section 25 of the Highways Act 1980
(u)	To create footpaths bridleways and restricted byways	Section 26 of the Highways Act 1980
(v)	Duty to keep register of information with respect to maps, statements and declarations	Section 31A of the Highways Act 1980
(w)	To stop up footpaths bridleways and restricted byways	Section 118 of the Highways Act 1980
(x)	To determine application for public path extinguishment order	Sections 118ZA and 118C(2) of the Highways Act 1980
(y)	To make a rail crossing extinguishment order	Section 118A of the Highways Act 1980
(z)	To divert footpaths bridleways and restricted byways	Section 119 of the Highways Act 1980
(aa)	To make a public path diversion order	Sections 119ZA and 119C(4) of the Highways Act 1980
(bb)	To make a rail crossing diversion order	Section 119A of the Highways Act 1980
(cc)	To make a special diversion order	Section 119B of the Highways Act 1980
(dd)	To require applicant for order to enter into agreement	Section 119C(3) of the Highways Act 1980
(ee)	To make an SSSI diversion order	Section 12B of the Highways Act 1980

²³ Functions (v) – (xx) are limited to areas contained within the Definitive Map of Public Rights of Way. Functions (u), (jj), (kk) and (ss) are also delegated to the Director of City Development whose powers are not limited to areas contained within the Definitive Map of Public Rights of Way.

Officer Delegation Scheme (Council (non-executive) functions)

(ff)	To keep register with respect to applications under sections 118ZA, 118C, 119ZA and 119C of the Highways Act 1980	Section 121B of the Highways Act 1980
(gg)	To decline to determine certain applications	Section 121C of the Highways Act 1980
(hh)	To assert and protect the rights of the public to use and enjoyment of highways	Section 130 of the Highways Act 1980
(ii)	To apply for variation of order under section 130B of the Highway Act 1980	Section 130B(7) of the Highways Act 1980
(jj)	To authorise temporary disturbance of surface of footpath bridleway or restricted byway	Section 135 Highways Act 1980
(kk)	To divert footpath bridleway or restricted byway temporarily	Section 135A of the Highways Act 1980
(ll)	To extinguish certain public rights of way	Section 32 of the Acquisition of Land Act 1981
(mm)	To keep definitive map and statement under review	Section 53 of the Wildlife and Countryside Act 1981
(nn)	To include modifications in other orders	Section 53A of the Wildlife and Countryside Act 1981
(oo)	To keep register of prescribed information with respect to applications under section 53(5) of the Wildlife and Countryside Act 1981	Section 53B of the Wildlife and Countryside Act 1981
(pp)	To prepare map and statement by way of consolidation of definitive map and statement	Section 57A of the Wildlife and Countryside Act 1981
(qq)	To designate footpath as cycle track	Section 3 of the Cycle Tracks Act 1984
(rr)	To extinguish public right of way over land acquired for clearance	Section 294 of the Housing Act 1981
(ss)	To authorise stopping up or diversion of footpath bridleway or restricted byway	Section 257 of the Town and Country Planning Act 1990
(tt)	To extinguish public rights of way over land held for planning purposes	Section 258 of the Town and Country Planning Act 1990
(uu)	To enter into agreements with respect to means of access	Section 35 of the Countryside and Rights of Way Act 2000
(vv)	To provide access in absence of agreement	Section 37 of the Countryside and Rights of Way Act 2000

Exceptions²⁴

The Director of Communities and Environment is not authorised to discharge the function above where objections have been received.

²⁴ Under this delegation scheme (Council functions). The General Purposes Committee may however arrange for the discharge of any of its functions by the Director of Communities and Environment - (Section 101(2) Local Government Act 1972.

*Officer Delegation Scheme (Council (non-executive) functions)***2. Functions of the Licensing Authority delegated by Full Council**

Subject to the exception set out below, the Director of Communities and Environment is authorised to discharge the functions of the licensing authority as set out below:-

(a)	Any function of a Licensing Authority ²⁵	Licensing Act 2003 and any regulations or orders made under that Act ²⁶ .
(b)	Powers and functions relating to late night levy requirements	Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011 and any regulations made under that Chapter.

Exceptions:

- any function of the Licensing Authority reserved to full Council²⁷;

3. Functions of the Licensing Authority delegated by Licensing Committee

Subject to the exceptions listed below, the Director of Communities and Environment is authorised to discharge the licensing functions²⁸ of the licensing authority as set out below:-

(a)	Any function of a Licensing Authority	Licensing Act 2003 and any regulations or orders made under that Act ²⁹ .
(b)	Powers and functions relating to late night levy requirements	Chapter 2 of Part 2 of the Police Reform and Social Responsibility Act 2011 and any regulations made under that chapter
(c)	Duty to comply with requirement to provide information to Gambling Commission.	Section 29 of the Gambling Act 2005
(d)	Functions relating to the exchange of information	Section 30 of the Gambling Act 2005
(e)	Functions relating to occasional use notices	Section 39 of the Gambling Act 2005

²⁵ These functions will be carried out to support those matters which cannot be delegated by the Licensing Authority.

²⁶ Including functions which, by virtue of the Gambling Act 2005 Act are delegated to the Licensing Committee.

²⁷ Part 3, Section 2A of the Constitution sets out licensing functions reserved to full Council, as licensing authority under the 2011 Act.

²⁸ "Licensing functions" means functions under the Licensing Act 2003 Act, the Gambling Act 2005 2005 and the Police Reform and Social Responsibility Act 2011.

²⁹ Including functions which, by virtue of the 2005 Act are delegated to the Licensing Committee.

Officer Delegation Scheme (Council (non-executive) functions)

(f)	Power to designate officer of a licensing authority as an authorised person for a purpose relating to premises	Section 304 of the Gambling Act 2005
(g)	Power to institute criminal proceedings	Section 346 of the Gambling Act 2005
(h)	Power to exchange information	Section 350 of the Gambling Act 2005
(i)	Functions relating to the registration and regulation of small society lotteries	Part 5 of Schedule 11 to the Gambling Act 2005

Exceptions:

- any function of the Licensing Authority³⁰ reserved to full Council³¹;
- any function of the Licensing Authority where full Council has referred a matter to a committee other than the Licensing Committee³²;
- any function of the Licensing Authority reserved to the Licensing Committee;
- any function of the Licensing Authority within the terms of reference of the Licensing Sub-committees³³;and
- to object when the Authority is consultee and not the relevant authority considering an application under the 2003 Act

4. Functions related to the Licensing Functions delegated by Licensing Committee³⁴

Subject to the exceptions listed below, the Director of Communities and Environment is authorised to discharge the functions set out in the following table which are delegated to the Director by Licensing Committee³⁵

(a)	To license hackney carriages and private hire vehicles	(a) As to hackney carriages, the Town Police Clauses Act 1847 as extended by section 171 of the Public Health Act 1875 and section 15 of the Transport Act 1985 and sections 47, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976 (b) As to private hire vehicles, sections 48, 57, 58, 60 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
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³⁰“Licensing functions” - see footnote 6 above

³¹ Part 3, Section 2A of the Constitution sets out licensing functions reserved to full Council, as licensing authority under the 2003 Act.

³² Under the provisions of Section 7(5)(a) of the 2003 Act.

³³ Except where a Licensing sub-committee has arranged for the discharge of any of their functions by an Officer.

³⁴ These functions were delegated to the Licensing Committee by full Council on 14 July 2010.

³⁵ These delegations include functions where these have been delegated to Leeds City Council by any other Council.

Officer Delegation Scheme (Council (non-executive) functions)

(b)	To license drivers of hackney carriages and private hire vehicles	Section 51, 53, 54, 59, 61 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
(c)	To license operators of hackney carriages and private hire vehicles	Sections 55 to 58, 62 and 79 of the Local Government (Miscellaneous Provisions) Act 1976
(d)	** To license sex shops and sex cinemas and sexual entertainment venues.	The Local Government (Miscellaneous Provisions) Act 1982, Section 2, Schedule 3, the Policing and Crime Act 2009, Section 27.
(e)	To license performances of hypnotism.	The Hypnotism Act 1952
(f)	*** To license persons to collect for charitable and other causes	Section 5 of the Police, Factories etc (Miscellaneous Provisions) Act 1916 and section 2 of the House to House Collections Act 1939

Exceptions

The Director of Communities and Environment is not authorised to discharge those functions marked ** above where the application is for the grant, renewal or transfer of a sexual entertainment venue licence irrespective of whether objections have been received, or the grant of a sex shop or sex cinema licence irrespective of whether objections have been made, or renewal or transfer of a sex shop or cinema licence where objections have been received

The Director of Communities and Environment is not authorised to discharge those functions marked *** above where objections have been received.

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 22 June 2017

Subject: Co-opted Members

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

Summary of main issues

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

Recommendation

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

1 Purpose of this report

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

2 Background information

- 2.1 For a number of years the Council's Constitution has made provision for the appointment of co-opted members to individual Scrutiny Boards. For those Scrutiny Boards where co-opted members have previously been appointed, such arrangements have tended to be reviewed on an annual basis, usually at the beginning of a new municipal year.

3 Main issues

General arrangements for appointing co-opted members

- 3.1 It is widely recognised that in some circumstances, co-opted members can significantly aid the work of Scrutiny Boards. This is currently reflected in Article 6 (Scrutiny Boards) of the Council's Constitution, which outlines the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3.2 In general terms, Scrutiny Boards can appoint:
- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of Council ; and/or,
 - Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.3 In the majority of cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board. However, Article 6 makes it clear that co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board. Particular issues to consider when seeking to appoint a co-opted member are set out later in the report.
- 3.4 There are also some legislative arrangements in place for the appointment of specific co-opted members. Such cases are also set out in Article 6 (Scrutiny Boards) of the Council's Constitution and relate to Education representatives.

Issues to consider when seeking to appoint co-opted members

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

- 3.6 Co-opted members should be considered as representatives of wider groups of people. However, when seeking external input into the Scrutiny Board's work, consideration should always be given to other alternative approaches, such as the role of expert witnesses or use of external research studies, to help achieve a balanced evidence base.
- 3.7 When considering the appointment of a standing co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during the course of the year in view of the Scrutiny Boards' wide ranging terms of reference. To help overcome this, Scrutiny Boards may wish to focus on the provision available to appoint up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.
- 3.8 Despite the lack of any national guidance, what is clear is that any process for appointing co-opted members should be open, effective and carried out in a manner which seeks to strengthen the work of Scrutiny Boards.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and Best Council Plan

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

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

7.0 Background documents¹

7.1 None.

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

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 22 June 2017

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 Scrutiny¹, attached at Appendix 1, recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
 - 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;

¹ Agreed by Full Council on 21 May 2015.

- 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 priority areas of Scrutiny for the forthcoming municipal year.

Recommendations

4. Members are requested to;
- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Principal 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 more detailed 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.

Matters identified by previous Scrutiny Board (Strategy and Resources)

- 3.2 During the preceding municipal year (2016/17), the following matters were identified by the previous Scrutiny Board for possible consideration during 2017/18:
- Sickness rates / monitoring.
 - Continued oversight of financial performance through the monthly Financial Health Monitoring reports
 - Follow-up the areas arising from the budget/ Best Council Plan actions agreed by Executive Board, as follows:
 - (a) As part of the development of the 'Leeds £' approach, there should be a review of joint funding arrangements in order to help ensure a consistent and strategic approach that is fair and equitable to all partners involved;
 - (b) Where any directorate is anticipating a significant budget overspend, support be given to the need for the section 151 Officer and the relevant Director to work closely and proactively with the relevant Scrutiny Board in order to provide suitable assurance that there is robust financial risk management and transition planning in place;
 - (c) For all proposed budget savings, there is a clear narrative that explains how the savings will be achieved, including (but not limited to) service redesign and service commissioning/ decommissioning.
 - Continuing oversight of the Council's use of and expenditure on agency staff. Latterly, in 2016/17, the Board shifted its focus to workforce planning, considering the strategies in place for succession planning and workforce development under continued and sustained austerity.
 - Maintaining an oversight of the Council's procurement arrangements, and specifically focusing on the levels of 'off contract' spending and non-compliance with the Contract Procedure Rules (CPR).

- Continuing oversight of the Council’s resilience and prioritisation of the use of ICT resources, to help support the future success of many of the Council’s ambitions and targets.
- As part of the Council’s future budget development, focusing on how the Council continues to maximise its income through appropriate fees and charges.
- Overseeing the development of appropriate performance indicators and maintaining an overview of progress against the Council’s ambitions set out in the Best Council Plan.
- Receiving the formal response to the Scrutiny Inquiry into Commissioning and following-up on the recommendations.

3.3 It should be noted that in anticipation of the Scrutiny Board’s desire to maintain an overview of the Council’s financial health, the following suite of financial reports are included elsewhere on the agenda:

- Treasury Management Outturn Report 2016/17
- Financial Performance – Outturn Financial Year ended 31/3/17
- Financial Health Monitoring 2017/18 – Month 2 (May 2017)

3.4 In considering its priorities for 2017/18, members of the Scrutiny Board are reminded of the changes to the Scrutiny Board’s terms of reference from the previous municipal year (i.e. 2016/17), including the inclusion of the following areas (delegated to the Director of Communities and Environment):

- Equalities;
- Registrars functions;
- Licensing functions;
- Local Land Charges functions; and
- Council tax processing and billing arrangements.

Other sources of Scrutiny work

3.5 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.

3.6 Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals. The Board is also required to be formally consulted during the development of key policies which form part of the council’s budget and policy framework.

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 like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:

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

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

4.6.1 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 Principal 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 more detailed work programme.

7.0 Background papers²

7.1 None

² 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.

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 COUNCIL PLAN 2017/18:

Tackling poverty and reducing inequalities



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, which 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 with a council that its residents can be proud of: the best council in the country.

Leeds has recovered well from the recession and is experiencing strong economic growth with potential for even more. We are now the second most attractive 'core city' for inward investment, have the fastest rate of private sector jobs growth of any major UK city and Leeds has been recognised as the best city in the UK for quality of life. Major development projects are underway across the city with businesses investing, innovating and creating new jobs.

However, we know that the benefits of Leeds' economic growth are not reaching everyone.

20% of the Leeds population – almost 155,000 people – is classified as being in 'absolute poverty' (2014/15) with a number of our residents in low-wage and insecure jobs. Health and education attainment inequalities persist with particular impacts on those most disadvantaged in society, many of whom live in areas deemed to be some of the most deprived in the country, and welfare changes could worsen the poverty gap.

This Best Council Plan update for 2017/18 therefore maintains our long-term strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate, that allows us to support the most vulnerable.

Building on the range of council and partnership strategies in place and in development, the update sets out seven interconnected priority areas of work that, taken together, will deliver better outcomes for everyone in Leeds:

- Good growth
- Transport and infrastructure
- Low carbon
- Resilient communities
- Health and wellbeing
- Better lives for people with care and support needs
- Child friendly city

The following pages briefly explain for each of these priority areas what the issues are and some of the things we and our partners across all sectors are doing in response, with a specific emphasis on those actions that contribute to tackling poverty and inequalities. This provides an introduction to some of the fantastic collaborative and innovative work that's underway in the city with more detail available in the referenced supporting documents, available on our website leeds.gov.uk.

The final section explains more about the council and how, as an organisation with our values at the core of how we work, we need to commission and deliver our services in ever more efficient and enterprising ways to balance the significant cuts in government funding with increased demands on all public services.

Despite the pressures, we remain ambitious as a council, a city and a region.

Through strong partnership working and ongoing engagement with communities and residents, we've achieved some real results on our journey to become the best city which you can read more about in our annual performance reports. This led to us winning the Municipal Journal's prestigious 'Local Authority of the Year' award in 2016 and puts us in a great position to make the most of future opportunities, be they through devolution, by influencing regional and national policy, or in new relationships with people and communities in the city. We firmly believe in the positive contribution that Leeds City Council can make, working with partners, providing leadership and bringing people and organisations together around ambitious, shared outcomes.

None of this is possible without our skilled and dedicated councillors and staff: the elected members who serve the city and everyone who works for the council, from enabling back-office functions, to direct front-line services, plays a vital role in delivering our Best Council Plan. We want to take this opportunity to thank you all for your efforts so far and the hard work that will be needed in 2017/18 and beyond.

Cllr Judith Blake
Leader of
Leeds City
Council



Tom Riordan
Chief Executive of
Leeds City
Council



26 million

visitors welcomed by Leeds in 2015 - worth £1.5 billion to the local economy

103,000

registered Leeds Let's Get Active members

£7 million

saved every year by the RERF compared to previous costs of landfill

246,000

older people living in Leeds - 14,500 aged over 85

10,000

people employed in Leeds' digital sector

150+

Syrian refugees welcomed by Leeds as part of national resettlement programme

183,000

children and young people in the city (aged 0-19)

40%

of Leeds' waste is recycled – equal to the weight of 3,200 double decker buses

62%

of all registered social care services in Leeds have been rated as 'good'

UK's 3rd largest

retail centre outside London

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



BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan

- Cutting carbon and improving air quality
- World class events and a vibrant city centre that all can benefit from
- More jobs, better jobs
- Early intervention and reducing health inequalities
- Strong communities benefiting from a strong city
- Making Leeds the best place to grow old in
- Housing growth and high standards in all sectors
- Tackling domestic violence and abuse
- Innovation and collaboration, on a city-wide scale, driving change for individuals, communities and public services

OUR VALUES Being open, honest and trusted • Treating people fairly • Spending money wisely • Working as a team for Leeds • Working with all communities • Underpinning what we do and how we work

TELLING THE STORY

Some examples explaining how we tackle challenges in our Best Council Plan Priority areas

Good growth

415,000 jobs in Leeds – back to pre-recession levels

80,000 jobs in Leeds paying less than the Real Living Wage of £8.25 an hour (2016/16 rate) – many in part time roles, in insecure jobs, including zero hour contracts

Health & wellbeing

17 council operated leisure and wellbeing centres attracting 3.5m annual visits

1/3 of all children and two thirds of adults in Leeds are either overweight or obese

Resilient communities

2 wettest UK winters on record were both in this decade and extreme weather is becoming more frequent

4,712 flooding incidents reported across the metropolitan district of Leeds from Storm Eva

Child friendly city

360 children entered care during 2015/16 – primary reason for this was due to neglect and abuse

11-17 year old age group has seen the highest increase for children who are looked after

Better lives

246,000 older people living in Leeds – 14,500 aged over 85

13% increase by 2020 of those most in need of care and support

£6.8m grants per year provided for 1,000 adaptations to private homes

Transport & infrastructure

£270m public and private sector investment to be made available for transport in Leeds

Air pollution adds to existing inequalities: all but one current and proposed Air Quality Management Areas in Leeds are ranked among the city's 30% most deprived areas

Low carbon

3.66m tonnes of carbon dioxide emitted by Leeds (latest data 2014/15) from the council

60% Interim target for reduction in carbon emissions (CO2) by 2030 – aiming for 80% reduction by 2050

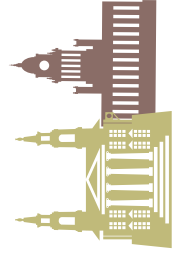
1,109 tonnes of carbon saved in 2016 from solar panels fitted to council buildings and 1,000 council homes

Best Council : Efficient and Entertaining Organisation

£81.8m savings needed by March 2018



17 to 4 reduction of city centre Council buildings by 2017/18



1,600 members of staff have gone through new ways of working – with a further 2,000 planned



GOOD GROWTH

Tackling poverty and reducing inequalities

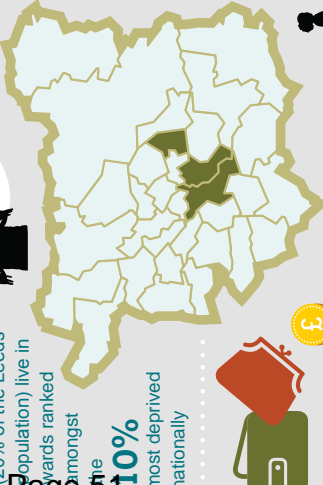
Leeds has recovered well from the recession with new jobs being created, falling unemployment, rising wages and increased tourism and investment in the city. However economic productivity has not increased and there remains significant poverty in Leeds. The council is committed to "good growth": working with partners to ensure that supporting economic growth and tackling poverty are truly two sides of the same coin. By creating more and better jobs and by enhancing the ability of all our

people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing innovators and entrepreneurs, providing the right conditions for businesses to grow and encouraging them to invest back into their workforce and local communities.

The challenges

Not everyone is benefiting equally from our contributing fully to the city's economic success

150,000 PEOPLE (20% of the Leeds population) live in wards ranked amongst the **10%** most deprived nationally



Low pay is a significant problem: over 80,000 jobs in Leeds – many of them part-time – pay less than the Real Living Wage of £8.25 an hour (2015/16 rate)



CONTRACT 0 HOURS WORKERS are on zero hour contracts



At **9.6%** UNEMPLOYMENT in Leeds remains above national average and this figure rises to more than **20%** in some areas, such as Seacroft, Hunslet and Richmond Hill

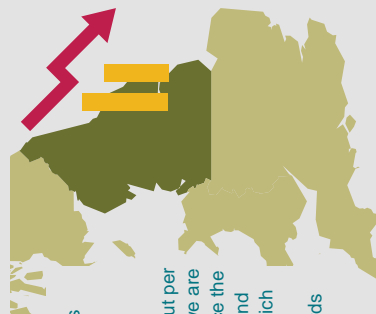


1 in 8 of all working age adults in the city receive an out-of-work benefit but in more deprived areas this figure rises to more than **1 in 5**



During 2014/15 in-work poverty was estimated to affect **15,000 HOUSEHOLDS** in Leeds

67% of the 26,400 Leeds children classed as living 'IN POVERTY' are estimated to be from working families (2014/15)



The North underperforms the rest of the UK by **25%** based on economic output per head – this means that we are working harder to produce the same amount of goods and services, the result of which creates a stagnation of wages and living standards

Source: Northern Powerhouse Independent Economic Review 2016

What we're doing



The council is currently producing a Leeds Growth Strategy for the period 2017-20. It will support economic growth, identifying sectors and locations for growth, alongside regeneration, housing, skills, transport and infrastructure opportunities. Key themes include: tackling unemployment and low pay; regenerating neighbourhoods and centres by creating quality places and spaces (see p.18); supporting businesses to grow and invest; and supporting and harnessing innovation. This forms part of an integrated approach around providing more joined-up services and support to vulnerable customers and communities.

We must equip people with the skills, resilience and ability to adapt to changes in technology and the labour market, and to take advantage of new opportunities.

We are providing leadership and coordination to develop the education and skills system to support economic growth, and to enable people to fulfill their economic potential.

This involves putting employers at the centre of the skills system, working with schools, colleges, universities and training and careers and employment advice providers: for example we are delivering the Leeds Digital Skills Action Plan. The Manufacturing University Technical College, recently opened in the South Bank, will help address skills shortages in the manufacturing sector. There is scope for similar initiatives in the Digital and Creative Industries sector.

Through our cross-cutting 'breakthrough project' *More Jobs, Better Jobs* and in partnership with the Joseph Rowntree Foundation, we are encouraging in-work progression, good practice on issues such as zero-hours contracts, flexible working, and tackling low pay. The council, alongside a number of other major employers in the city, is taking a lead by paying a 'Real Living Wage' (2015/16 rate) at the level accredited by the Living Wage Foundation, higher than government's national minimum wage. By engaging with employers and strengthening planning obligations, we are ensuring that local people are given the opportunity to get work and training on major schemes, such as constructing the first direct arena and Victoria Gate.

An important factor in the economic competitiveness of cities is the proportion of graduates in the workforce and so our Growth Strategy will aim to develop, attract and retain graduates with the skills to help grow the economy. Universities have a role to play, but innovation by firms and entrepreneurs is also required and so we will continue to support the creation of new businesses and the growth of small businesses. Our work to develop an Innovation District in the city centre, centred around the university campuses,

Leeds General Infirmary and the council's Civic Quarter, has the potential to bring together some of our most creative and innovative institutions, businesses and people.

In partnership with the Leeds City Region Enterprise Partnership (LEP), businesses, universities and the Chamber of Commerce, the council supports business growth through the Leeds City Region Growth Hub; the Adventure enterprise programme; the Leeds City Region Business Growth Programme and a Digital Business Support project. Working closely with the Invest Leeds City Region team we will build on our strong inward investment performance and strengthen our Key Account Management system for managing our relationships with the private sector.

Leeds' proposal for European Capital of Culture 2023 highlights our ambition and the bid later in 2017 will seek to involve and to be owned by the whole city. This forms part of our ongoing engagement that began in 2016 to develop a Leeds Culture Strategy and underpins our cross-cutting 'breakthrough project' *World-class events and a vibrant city centre*. This will involve removing traffic and becoming more pedestrian-friendly, providing low cost events to encourage community participation and creating an improved public realm.

The Leeds Growth Strategy will complement work in the city region, including the LEP's Strategic Economic Plan 2016-36 – a plan which aims to unlock the region's vast economic potential by enabling business and enterprise to thrive – and the work of the Northern Powerhouse initiative, whose next phase will broaden its focus from transport to also encompass employment and skills, trade and investment, innovation and enterprise, and housing.

At a national level, Leeds is helping to shape the policy agenda around the concept of inclusive growth by contributing to the RSA's Inclusive Growth Commission

– an independent inquiry looking to identify practical ways to make local economies across the UK more inclusive and prosperous by enabling the widest range of people to participate fully in, and benefit from, the growth of their local area. In response to Brexit we have set out a five point plan for the city to: maintain momentum on major development and infrastructure schemes and economic projects; support businesses and institutions such as the universities and NHS; create a more tolerant and united city; secure devolution; and provide and promote a confident, outward looking image of Leeds as an international city. For Leeds and the wider Leeds City Region, securing support devolution powers will enhance our ability to support economic growth and tackle deprivation.

HEALTH & WELLBEING

Tackling poverty and reducing inequalities

The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce avoidable deaths, reduce avoidable illness and increase health and wellbeing. Through this work

we will improve public knowledge about healthy living and encourage families to be active and take control of their own health and wellbeing. Improving health and wellbeing across Leeds needs to be everyone's business so we must work with people on what matters to them and at the same time reimagine the way services and communities intervene and work together.

The challenges

There are significant health and wellbeing inequalities across Leeds, with a gap in life expectancy between the most and least deprived areas of the city of

10.8 yrs

People living in deprived areas typically have more years of long-term ill health, higher levels of poor mental health and wellbeing, and mental illness



What we're doing

Health and care services in Leeds are entering a period of change, improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system. To take this forwards, the Leeds Health & Care Plan (LHCP) is being developed by NHS partners and the council with four themes: Prevention; Self-Management and Proactive Care; Optimising the use

of secondary Care Resources and Facilities; Urgent Care / Rapid Response in times of Crisis. Many changes will be led by NHS organisations, such as developing an accountable care system to provide integrated care around people and communities needs and the Mental Health Framework 2014-17. Other changes will see the council play a leading role, working with partners through our cross-cutting 'breakthrough project', *Early Intervention and Reducing Health Inequalities*.

We are re-tendering the Leeds Integrated Healthy Living System (LIHLS) and Locality Community Health Development and Improvement (LCHDI) contracts. From October 2017 the new services will: deliver support to people engaging in multiple unhealthy lifestyles; respond to barriers including those broader factors influencing health; and support people to change behaviour.

We will review the NHS Healthcheck programme to ensure it is focused on and accessible to those most at need and will re-commission services that increase the uptake of cancer screening programmes with targeted communities.

We will continue to implement our Mental Health Leeds programme to improve mental health and wellbeing, working with communities with the greatest need across the city.

We will deliver an updated Leeds Suicide Prevention Plan 2017-20

– based on the recommendations of the Leeds Suicide Audit carried out in 2016. The audit is considered to be the 'gold standard' of best practice and is recommended by Public Health England as a model for other areas to learn from. We are investing in a long-term vision to secure a network of high quality, affordable, accessible and financially sustainable leisure and wellbeing centres to support the health and wellbeing of those in most need, providing access to places where people can be active and accrue the benefits of cardiac fitness. We are also developing a Physical Activity action plan and seeking external funding. A project group has been set up that includes external partners alongside our own Sports and Active Lifestyles, Active Schools, Planning, Highways and Transport (Active Travel), Parks and Countryside, Older People, and Public Health experts. Linked to this, we are leading the development of a Food Charter with a range of partners to set a clear vision for food and nutrition in the city.

We will continue to implement the Leeds Child Healthy Weight Plan with actions for 2017/18 including: increasing the availability for HENRY (Health Exercise and Nutrition in the Really Young) Group and one-to-one support for parents in the early years; HAPPY – a new intervention to tackle maternal obesity; and the Healthy Start in Childcare initiative. Helping to give every child the best start in life, we will progress the Leeds Infant Feeding Plan, 'Food for Life' by further embedding the council's Breast Feeding policy and expanding the Breast Feeding Peer Support Programme. We will also seek to achieve Unicef UK Baby Friendly re-accreditation of the Leeds Health Visiting Service and work with Children's Centres to gain Stage 1 accreditation. Accreditation is based on a set of standards for maternity health visiting, neonatal and children's centres services (see p.14).

We are developing a healthy ageing programme as part of the cross-cutting 'breakthrough project' *Making Leeds the best city to grow old in* with a focus on physical activity, malnutrition, and falls prevention.

We are working with the Leeds CCGs as a pilot for the National Diabetes Prevention Programme that, by 2019/20, will support more than 2,800 people who have been identified to be at risk of developing diabetes.

Having developed a local pandemic influenza plan, we will establish an outbreak control plan to ensure Leeds is prepared, resilient and responsive to emergency incidents and outbreaks. We are also leading on programmes to tackle antimicrobial resistance across Leeds.

We are leading public health programmes to reduce the impact for vulnerable people of extreme temperatures and to reduce the health impacts of poor air quality (see p20).

We are developing community-based syphilis testing within most at risk populations via Yorkshire Mesmac and the Integrated Sexual Health Service and leading on Phase 2 of the Elton John AIDS Foundation funded pilot which offers new patients screening for HIV, Hepatitis B and Hepatitis C within targeted GP practices.

Much will depend on changing the relationship between the public, workforce and services, so –

we work 'with' and not 'do to'

– and ensuring the system is financially sustainable in the face of rising cost pressures across health and social care. We need to encourage greater resilience in communities so that more people are supported to do more themselves, to improve and maintain their health and also reduce the demands on public services.



Key strategies and related documents:

- Leeds Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Child Healthy Weight Plan 2016-21
- Director of Public Health Annual Reports
- Leeds Maternity Strategy 2015-20
- Leeds Drug & Alcohol Strategy and Action Plan 2016-18
- Tobacco Action Plan (available later 2017)
- Leeds Suicide Prevention Plan 2017-20 (available later 2017)
- Leeds Strategy for Sport and Active Lifestyles 2013-18
- Making Leeds the Best City to Grow Old in Annual Report (Executive Board February 2017)



RESILIENT COMMUNITIES

Tackling poverty and reducing inequalities

Leeds is one of the fastest growing cities in the UK with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this rich diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel like they are part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community

conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.

The challenges

Between 2005 and 2015, the population of Leeds grew by **5.3%**

774,000+ population of Leeds - forecasted to increase by 12% to 2021.

Page 50
We know that the makeup of our communities has also changed: it is increasingly **DIVERSE** with...

170 different languages spoken in the city

140 different ethnic groups

86,000 Leeds residents born outside the UK

more than half arrived in the last 10 years and nearly one third were aged 15 or younger

20% of the Leeds population - almost 155,000 people in 65,000 households classified as being in **'ABSOLUTE POVERTY'** (20/14/15)

The number of residents who have needed assistance with food via a **FOOD BANK** has increased from around 20,000 to **25,000** from 20/14/15 to 20/15/16

While the numbers of asylum seekers and refugees in Leeds are relatively low, **RACE HATE** and destitution can affect these people's lives

In 2017/18 we are rolling out a new multi-agency approach in the city's priority neighbourhood improvement areas. Regeneration investment will be based on an assessment of needs, bringing together elected members, local communities and partners to set out a clear, ambitious but realistic vision of how areas can develop and change. This new approach promotes local decision-making and cultural change with staff across the council's directorates working differently in our neighbourhoods, maximising our

What we're doing

Working with communities themselves and with partners, particularly in the third sector, we are helping communities become more enterprising and resilient through citizen-led approaches, supporting people to grow more financially resilient and carrying out a range of community safety actions through the Safer Leeds partnership. Much of this is being delivered via the council's cross-cutting 'breakthrough project', *Strong communities benefitting from a strong city*.

collective impact. Community Committees have improved the quality of the dialogue with communities significantly by focusing on what is important to local people and they will continue to play a key role in engaging with residents on local service priorities.

We will add to our network of Community Hubs across the city, increasing these to 18 in 2017/18 from the current 10.

The hubs offer a range of integrated council services, including job searching help and advice, and provide a venue for pop-up surgeries from organisations such as the national careers service, Money Buddies and the Leeds City Credit Union (LCCU). The council's partnership with the LCCU continues to strengthen, reducing the reliance on high cost lenders for its 31,000 Leeds members through the use of lower interest web-based payday loans, an expanded 'Your Loan Shop' service offering affordable loans directly on the high street, and development of a rent-to-buy alternative offering household goods at affordable rates. In response to research commissioned by the council and carried out by Leeds Beckett University into gambling related harm in Leeds, the council is working with local and national partners to develop an action plan to support those at risk.

A number of government welfare reforms have been introduced since 2013 and more are planned for 2017, including the introduction of Universal Credit. The council will continue to monitor these and respond by providing advice and welfare-related support. We have trained our customer service officers (CSOs) to identify broader services that may be relevant to the customer or bring in colleagues who can help: for example, advising a customer with difficulties paying their rent who may have wider debt problems. We are planning to develop a digital centre of excellence as a way to handle many more straightforward queries via self-serve, freeing up CSOs' time to support the most vulnerable customers with complex needs.

With our third sector partners we will refresh our approach to community cohesion and developing community leadership, linked to the National Counter Extremism strategy and recommendations in the Casey Review published in Dec 2016. Through our cross-cutting 'breakthrough project', *World class events and a vibrant city centre that everyone can benefit from*, the council will continue to support community festivals and events that bring people together, such as Leeds Pride, the Leeds West Indian Carnival, Beeston Festival, Morley Arts and Garforth Festival, and many other community level activities, festivals and events.

We are establishing new signposting and reporting centres within community-based organisations and places of worship to connect with hate crime victims. We will identify

joint working opportunities to address racism and religious intolerance impacting upon young people in the city. We will ensure that the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism. The statutory Prevent Duty is based on the principle that all staff have a responsibility to recognise and address safeguarding issues. Pledges are being developed to help embed this approach across the council.

Leeds has a long-held commitment to support asylum seekers and refugees.

Over the next two years the city will welcome a further 75 Syrian refugees through the national resettlement programme. Leeds has also been at the forefront of welcoming unaccompanied asylum seeking children: we currently support around 50 (March 2017) and the number is growing. They are supported in the same way as looked-after children but changes are anticipated under the Immigration Act in how we can support them when they reach 18. Work is underway to more fully understand, and influence, the implications of the Act with further government guidance expected in June 2017. Leeds is a place that also supports economic migrants. A strategic city-wide approach to migration is being led through the Leeds Strategic Migration Board, aimed at improving understanding on all sides and bringing services together to meet the needs of all migrants and help them fully participate in the city.

We are addressing inequalities in safety across the city with a particular focus on supporting vulnerable people. Safer Schools Officers will respond to risks, threats and harms in areas of most need and develop complementary and timely responses for children and young people entering police custody. This will reduce the overall number of arrests and increase voluntary attendance in a safe and secure environment. As part of our cross-cutting 'breakthrough project' *Tackling domestic violence and abuse*, in 2017 we will extend the Armley Domestic Violence Case Conference pilot to other localities. This will see professionals from a range of organisations consider what response and support can be offered to victims of repeat incidents. We will also extend the Routine Enquiry pilot, in which GP practices ask women if they are experiencing domestic abuse.



Key strategies and related documents:

- Safer Leeds Plan (updated annually; 2017/18 update available locally)
- Leeds City Council Equality Improvement Priorities 2016-20
- Citizens@Leeds - Supporting communities and tackling poverty update (Executive Board September 2016)



CHILD FRIENDLY CITY

Tackling poverty and reducing inequalities

Through our aspiration to be a child-friendly city, we are making a real difference in the lives of children, young people and their families. More children in Leeds are now safe and secure in families; children and young people have greater voice and influence; and an increasing number are achieving good outcomes, including making good progress in their learning. This is an ongoing journey: we need to maintain this progress by

continuing to put children and young people at the heart of the council's policies and partnership working, staying focused on keeping children safe and working collectively to ensure that families get the support they need. Our aim is to ensure that the needs of vulnerable children, young people and families who experience inequality of opportunity or outcomes are identified and responded to as soon as possible.

The challenges

26,400

under 16s across the city estimated to be **LIVING IN POVERTY...**

That is **18.1%** compared to an average of **14.7%** in England... (2014/15 figures)



However, regionally the educational progress and achievement of children and young people who could be classed as disadvantaged or vulnerable learners is below national

Research tells us that education is the key to building resilient adults and improving adult outcomes



Yorkshire and Humber is the **2nd LOWEST** English region for GCSE attainment for children on free school meals (2015)



Poor attainment at school has a stark impact on adult outcomes, including employability, earning potential, long-term health in later life and life expectancy

We need to build the equivalent of **8 NEW HIGH SCHOOLS** by 2023 to manage projected demand for school places



What we're doing

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and better their overall health and wellbeing. Some young people are statistically more likely to have relatively poor outcomes: for example, those with learning difficulties and disabilities; those from some ethnic minority backgrounds; those with English as an additional language; poor school

attenders; and those involved in the social care system, as well as those living in more deprived backgrounds. Therefore, the next focus of our child-friendly city activity is a collective approach to ensure that children and young people are engaged in learning and achieving; improving outcomes for children from disadvantaged backgrounds through the three 'As': their 'attendance' at school; their ability to 'achieve' well socially, and their academic 'attainment'.

We will consult and continue to work with our partners to ensure that together we focus on supporting all children and young people to reach their potential.

Our collaborative approach is framed around 24 clusters: local multi-agency partnerships centred on schools and children's centres at the heart of communities. They include the children's social work service, governors, police, youth provision, the Youth Offending Service, housing services, third sector, health and local elected members. In 2017/18 we will strengthen these arrangements through the introduction of Restorative Early Support Teams (REST) to provide a local, coordinated response to children and families who require intensive support. Initially these will be based in eight high-need clusters before expanding further.

In early 2017 the Department for Education confirmed we had been successful in our bid for innovation funding. We will be awarded £9.6m over the next three years to support and accelerate our existing, successful strategy for child welfare in Leeds, building on our current 'good' Ofsted rating for safeguarding. The money will be used for three key areas: establishing the new RESTs; a restorative adolescent service, offering support and information about emotional wellbeing and mental health issues; and helping us share expertise with other local authorities as a 'Centre of Excellence' and DfE national 'partner in practice'.

We will continue to deliver the activity set out in our Children and Young People's Plan (CYPP) which is based around:

- three 'obsessions' – to reduce the need for children to enter care; improve school attendance; and reduce the number of young people classed as 'NEET' (not in education, employment or training).

Complementing the CYPP is the Leeds Best Start Plan which describes a long-term broad preventative programme from conception to age 2 years aimed at ensuring a good start for every baby, with early identification and targeted support for vulnerable families early in the life of the child.

In 2017/18, through the Leeds Best Start Plan, we will introduce the Baby Buddy app, a comprehensive resource for parents of under 2s; carry out Happy Baby intergenerational work which aims to raise awareness to older people about how we raise happy, healthy children; and implement the recent Health Needs Assessment of Maternal and Child Nutrition, supporting our Health and Wellbeing Best Council Plan priority (see p. 10).

Our growing child population is currently moving through the primary phase and so planning for additional secondary places is underway, helping us meet our statutory duty to ensure every child in Leeds has a school place. Between 2016 and 2023 the equivalent of 8 new high schools – over 1,400 additional year 7 places – will need to be created to manage projected demand.

Our social, emotional and mental health (SEMH) strategy has been developed in partnership with the NHS and we are the only local authority to have developed a joint strategy in this way.

A range of specialist learning provision, underpinned by a **£45m investment**, will be operational by September 2018, ensuring world-class provision, when needed, for pupils with SEMH needs.

Leeds was subject to an Ofsted and CQC (Care Quality Commission) 'local area SEND inspection' in December 2016, assessing our arrangements for children with special educational needs and disabilities. The outcomes letter was published on the Ofsted and CQC websites in February 2017. It highlights areas of strength and for further development which correlate well with our own Scrutiny inspection findings. We are now creating a post-inspection action plan that will build on our strengths and address areas where further improvements can be made.

While the number of children in Leeds who are looked after by the state is at its lowest for more than 10 years, more work is needed to safely reduce this number further and to reduce the need for expensive, external placement providers. The Yorkshire and Humber regional adoption agency successfully submitted a bid to the government to set up a regional approach to adoption, with three sub-regional adoption agencies. Leeds City Council is acting as the lead agency for the west sub-region. The new agency will ensure that more children and young people are able to experience a safe and secure family life. These arrangements will also help respond to the financial pressures.

Key strategies and related documents:

- Leeds Children and Young People's Plan 2015-19
- Leeds Best Start Plan 2015-19
- Future in Mind: Leeds 2016-20 (A strategy to improve the social, emotional, mental health and wellbeing of children and young people aged 0-25 years)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Joint Health and Wellbeing Strategy 2016-21



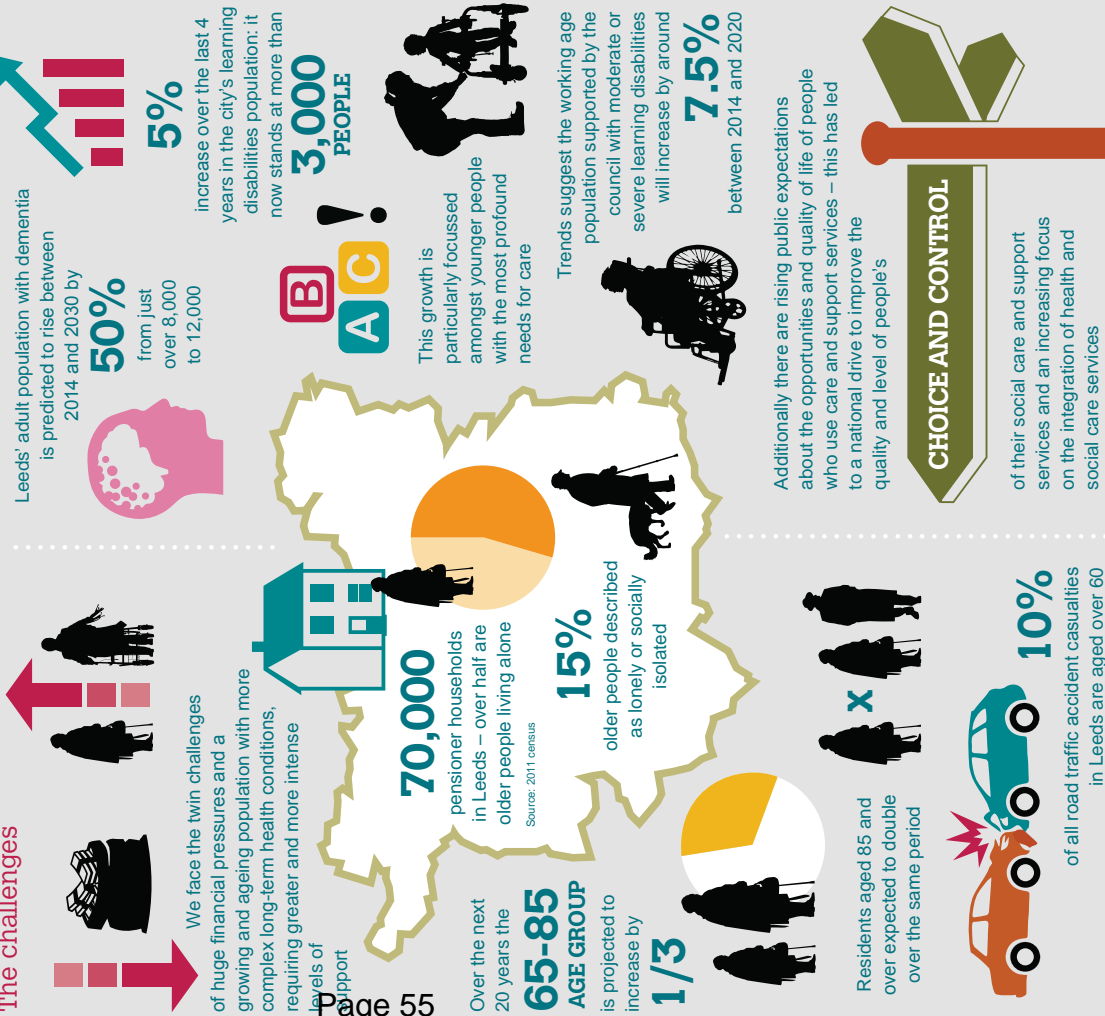


BETTER LIVES FOR PEOPLE WITH CARE AND SUPPORT NEEDS

Tackling poverty and reducing inequalities

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure people with care needs are given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable this for as long as possible.

The challenges



What we're doing

We are facing these challenges together as a city, working collaboratively to transform how we support people's health and social care needs, while continuing the council's commitment to prioritise resources for the most vulnerable.

Our strategy is to work together with people with care and support needs and their families to find outcomes that draw on their strengths and assets to help them stay well and independent for as long as possible.

It promotes the opportunity for individuals to be co-producers of services and support rather than solely consumers of those services, thereby restoring their dignity as equal and independent citizens of Leeds.

Key elements of the strategy include: helping people with care and support to make the changes to live the way they want to; improving short-term help for older people leaving hospital; increasing the range of high quality care and support services; bringing communities together to support those who are isolated or with care and support needs; improving the help available to friends and family supporting people with social care needs; ensuring people with care and support needs are safe; helping people with physical or mental health conditions to learn/re-learn skills for independent living. The strategy can be broken down into three areas:

better connections,
better living and
better conversations

Better Lives through Better Connections

We are working with communities and partners to improve local support for people with care and support needs and continue to use citizen-driven technology to reduce isolation and promote independence. We are linking with the universities to promote social care research and innovation and with the private sector to support corporate social responsibility.

In 2017 this will include:

- Building on local partnerships with third sector providers;
- Developing Integrated Health & Social Care approaches to commissioning services for people with long-term conditions and care and support needs; and
- Delivering asset-based community development approaches which will build capacity within communities to offer support to people with care and support needs.

Better Lives through Better Living

We are continuing our work to improve the access of people with care and support needs to a range of housing options and enabling more people to purchase their social care directly, either individually or collectively with others in a similar situation. We are also further developing our services targeted towards helping people to recover their independence following an accident or illness and will up our game on supporting and sustaining the quality of services which support people to remain at home safely. During 2017:

- Leeds will reduce the number of working age adults in residential care by further developing community housing and support alternatives, including Extra Care Housing options;
- Continue to provide specialist residential dementia care and incentivise providers to increase the amount of specialist nursing care available in Leeds; and
- Through the emerging Transport Strategy, develop a range of affordable and accessible transport to make getting into and around the city easier.

More broadly the council is working in partnership through its cross-cutting 'breakthrough project', *Making Leeds the best place to grow old in*. The project is considering: transport and housing for older people; how to ensure they feel, and are, safe; and involving older people in education, culture, employment, training and volunteering.

Better Lives through Better Conversations

During 2017 Leeds will implement a major programme of revision to its business process to introduce strengths-based social work processes across the city and simplify access to care and support through direct payments and individual service funds. We want people to have new and different conversations about a person's social care and support needs. These will focus on an individual's aspiration, independence and capacity; early intervention; swift responses in a crisis; and continued investment in effective, local community services that can be directly accessed by citizens.



Key strategies and related documents:

- Leeds Better Lives Strategy (updated version in development – available summer 2017)
- Leeds Joint Strategic Needs Assessment 2015
- Leeds Local Account 2016/17
- Leeds Joint Health and Wellbeing Strategy 2016-21
- Leeds Health & Care Plan (available later 2017)
- Leeds Housing Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016) – final Strategy due for publication end 2017
- Leeds Affordable Warmth Strategy 2017-30



TRANSPORT & INFRASTRUCTURE

Tackling poverty and reducing inequalities

Leeds is a growing city. We have a population of more than 774,000 that is forecast to rise further as the city expands and the economy strengthens. A strategic, integrated approach to planning, funding and delivering improved infrastructure for Leeds will help us support this growth. Improving connectivity will bring new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers. In line with being a compassionate city, we need to do this in

a way that ensures Leeds is liveable and healthy, as well as prosperous. We need: a transport system that's fit for the 21st century, connecting people and places and helping us improve air quality; a digitally connected and enabled city and infrastructure that can cope with extreme weather and unexpected events; and enough quality, affordable and accessible homes that cater for our growing population, protect the quality of the environment and respect community identity.

The challenges

The current level of investment in infrastructure in the North is not enough

Source: IPPR

£247

spend per person in

YORKSHIRE & HUMBERSIDE

£1,870

spend per person in

LONDON

Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues



ONLY 18.5%

of residents travel to work by public transport

32%

of Leeds households have no car

Source: 2011 census

Leeds is the busiest station in the North with

37 million PASSENGERS

Our transport system has major problems in reliability, accessibility and above-inflation price rises

What we're doing

Connecting with partners across the city and the region, we have a unique opportunity to invest in new transport initiatives to support growth in the city, using £173m government funding originally earmarked for the New Generation Transport (NGT) trolleybus system. With local and private sector

Shorter-term proposals include transforming the bus network with a more frequent service, more bus stops with real time information and new, cleaner vehicles that provide free wi-fi and contactless payments; developing high quality transport hubs across the district for key economic hubs such as Leeds Bradford Airport, Thorpe Park and White Rose, connecting people to jobs; and 2,000 additional park and ride spaces to reduce congestion.

As the largest city in Western Europe without a modern mass transit network, our longer-term ambition remains to have a transport system that can move large numbers of people through the city and city region

– be that tram, light rail or tram-train and an expanded Leeds Station to connect HS2, Northern Powerhouse Rail and local and regional services. Both short-term and longer-term measures contribute to our low carbon, better air quality aims.

HS2 is providing Leeds with an opportunity to re-imagine the city centre, accelerating delivery of what is already one of Europe's largest regeneration projects: Leeds South Bank. The waterfront will be completely redeveloped with 4,000 new homes built and 35,000 jobs created. We are constructing the innovative Leeds Flood Alleviation Scheme phase one, which will increase flood protection to the city centre and Hunslet, and developing proposals and the case for phase 2 to raise this level of flood protection, and to protect Kirkstall. We are also identifying flood protection measures on the River Wharfe.

Leeds is making significant advances in its digital infrastructure: the city is the home of the only operational (mutual, not for profit) internet exchange in the north of England; over 1,350 digital companies are based in Leeds and we have the highest number of scale-up digital companies outside the South East; we are a world leader in big data, home to the Open Data Institute and Data Mill North. Going forwards, we will build on these strengths, continuing our 'Smart Cities' work: seeking opportunities to use technology to help people and communities become more self-sufficient; expanding the use of open data; growing people's digital skills and their access to the internet to enable them to be better connected and informed. A significant priority over the next five years is to deliver the 'Health and Care Leeds Digital Roadmap': more integrated IT platforms and better information sharing between health and care organisations across the city, enabling more joined-up care.

The Leeds Housing Strategy 2016-21 sets out our ambitions for effectively meeting housing need to make Leeds the best place to live. We continue to work to deliver six priorities: affordable housing growth; improving housing quality; promoting independent living; creating sustainable communities; improving health through housing and meeting

the needs of older residents. Our *Housing growth and high standards in all sectors* 'breakthrough project' aims to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

With developers and housing associations we are identifying opportunities to build new homes – including affordable homes – and convert empty homes back into use to meet a target of 70,000 new homes in Leeds by 2028.

We're underway with the largest programme of council housing development for decades, delivering 1,000 new council homes

between 2015 and 2018, incorporating specialist Extra Care housing schemes. These will be built to the new Leeds Standard: better urban design, meeting space standards and using sustainable construction. Through a mixture of self-regulation and enforcement we're encouraging landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives are also providing employment opportunities in construction and increasing the energy-efficiency of homes (see p.20)

We are reducing homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds. Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We are continuing to carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register is making it easier for disabled applicants and housing officers to match properties to people's needs.



Key strategies & related documents:

- Leeds Core Strategy 2014-28
- Leeds Site Allocations Plan 2012-28
- Leeds Housing Strategy 2016-21
- Leeds Growth Strategy 2017-20 (in development – due for publication summer 2017)
- Leeds Interim Transport Strategy (December 2016) – final Strategy due for publication end 2017
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Local Flood Risk Management Strategy (2014)
- West Yorkshire Low Emissions Strategy 2016-21
- West Yorkshire Local Transport Plan 2011-26
- West Yorkshire Combined Authority Transport Strategy (in development)

LOW CARBON

Tackling poverty and reducing inequalities

We want Leeds to be a healthy and green city in which to live, work and visit Working with partners to reduce carbon emissions will bring about health and wellbeing benefits through cleaner air and more affordable warmth. Technology will make homes and businesses more energy efficient, deliver more

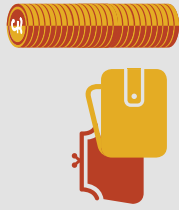
sustainable transport, help us reduce waste and recycle more and give the city greater energy security. New jobs and apprenticeships can be created in the environmental arena. From the Best Council Plan perspective of reducing inequalities, lowering carbon plays a significant role in reducing fuel poverty.

The challenges



11.9% of Leeds households live in fuel poverty, meaning their energy costs are high relative to their incomes

This is above the 10.6% English average



Source: Dept for Energy and Climate Change 2014

Fuel poverty disproportionately affects vulnerable people: houses are colder than they should be which is particularly damaging to the health of children, older people and those with underlying health conditions, affecting their quality of life and leading to additional pressures on health and social care services

High energy costs put extra strain on households on low or fixed incomes, many of whom are prepayment (or 'pay-as-you-go') energy customers whose tariffs can be some of the most expensive on the market



Children's social and educational attainment can suffer as they have nowhere to comfortably do homework or entertain friends

70,000 solid-walled homes in Leeds – insulation could save £0.5bn in energy costs

950,000 tonnes of commercial waste produced each year

Source: based on most recent assessment for Leeds as set out in the Natural Waste and Resources Development Plan Document

What we're doing

We are working in partnership to tackle fuel poverty through our cross-cutting 'breakthrough project', *Cutting carbon and improving air quality*. A number of schemes are in place with more planned to widen access to low cost energy, improve domestic energy efficiency, provide energy advice, enable residents to benefit from renewable energy and provide additional targeted support to households at risk of falling into fuel poverty.

2017 will see us aiming to secure funding to begin construction of the first phase of a citywide district heating network

to pipe lower cost and lower carbon heat to businesses and residents in urban areas. Longer-term, we have a vision to create an interlinked series of district heating networks covering much of the city and so have begun detailed heat mapping to identify opportunities. We are working closely with businesses, developers and public sector partners to secure their interest. Solar panels installed on a number of council buildings and 1,000 council homes between 2012 and 2015, have saved around 1,200 tonnes of carbon dioxide per year. Tenants will see a significant reduction in their fuel bills. However, with drastic cuts in 2016 to government's 'Feed in Tariff Scheme' (where you can apply to get payments from your energy supplier if you generate your own electricity), solar schemes are currently not financially viable. Working with local universities, we are investigating how new technologies, such as greater use of energy storage, can be used to help make the business case work for more solar schemes.

Subject to investment, over the next two years we will work with public health, local clinical commissioning groups and Leeds Community Healthcare through the 'Warm Well Homes' initiative to identify residents suffering from cold-related illness (e.g. cardio-vascular, respiratory and mental illness), assess their homes and carry out heating and energy efficiency improvements. The scheme will enable people to live safely in their own homes without their health conditions being made worse by living in cold conditions.

Following two years of community engagement, advice and enforcement work in Holbeck – one of the most deprived areas in Leeds with many empty homes and private rentals – in 2017 we will carry out a range of energy efficiency work, including attic room and solid wall insulation. We are working with government to seek to make external wall insulation a national infrastructure priority. If all 70,000 solid-walled homes in Leeds were insulated, over £0.5bn could be saved and carbon cut by almost 4%. In those properties already insulated, people have seen on average a 34% reduction in their energy usage.

In September 2016, White Rose Energy was launched

– a partnership between the council and Robin Hood Energy, a not-for-profit energy company. Its aim is to provide low cost energy to all households with pricing that is fair and transparent, helping people to stay warm and comfortable in their own homes without paying over the odds. In 2017, the ambition is to acquire and retain 10,000 new customers from across the region.

The council is working with Northern Gas Networks (NGN) and the Local Enterprise Partnerships in Leeds and Teesside to make the case to government to support 'Leeds City Gate H21': a proposal to convert the existing natural gas network in Leeds to 100% hydrogen which produces zero CO2 emissions at the point of use and improves air quality. Leeds would be the first city to be converted in what is essentially a vision for the country, reducing emissions from the region by over 11% by 2030.

A cross-sector Leeds Committee on Climate Change is being established. The Committee will provide independent advice on the most effective steps needed to meet the city's carbon reduction targets: an interim 2030 target of a 60% reduction in the city's carbon emissions with the ultimate objective of Leeds having zero carbon emissions and running on green energy by 2050.

The council will do its part by continuing to reduce its own energy and carbon footprint.

Between 2008/09 and 2014/15 we cut carbon emissions by 20% across our buildings and operations

through a combination of investment, training and reviewing our processes and contracts. This also supports our ambition of becoming a more efficient and enterprising organisation (see p.22).



Key strategies and related documents:

- Leeds Climate Change Strategy: Making the change 2012-15
- Leeds Affordable Warmth Strategy 2017-30
- West Yorkshire Low Emissions Strategy 2016-21
- Leeds Interim Transport Strategy (December 2016)
- Leeds City Council Energy Policy (2015)
- Leeds City Council Sustainable Energy and Action Plan (December 2015)
- Cutting Carbon Breakthrough Project Annual Report (Executive Board, December 2016)

EFFICIENT & ENTERPRISING

Tackling poverty and reducing inequalities

In March 2016 Leeds City Council won the Local Government Chronicle's Children's Services award with judges praising our 'genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership.' In June 2016 we then won the Municipal Journal's prestigious 'Local Authority of the Year' award. The judges commended our "consistent and dynamic leadership" and "clear improvement vision", especially in regard to regeneration and health inequalities. They also noted that winning this category highlights a

local authority's success not just in one project or department but right across the organisation.

We are justifiably proud of receiving these accolades but we are not complacent: we recognise the complex challenges facing the city, as explained throughout this Best Council Plan, at a time of continued financial and demand pressures across all public services. In response, we are continuing to look hard at what we do and how we do it as part of our ongoing journey to become a more efficient and enterprising organisation, the 'Best Council' in the UK.

What we're doing

This journey centres on a programme of organisational cultural change aimed at making the best use of the resources within the council and more broadly across the city and region. It builds on the Leeds-led Commission on the Future of Local Government which, in 2012, developed a set of propositions based on the concept of:

'civic enterprise': councils becoming more enterprising, businesses and other partners more civic and the public more engaged.

The world of local government is changing: the geographies and demographics of the populations we serve are shifting; expectations from customers and staff are rising; technologies are advancing all the time; levels and sources of funding are evolving within a context of greater partnership working, integration and devolution. Against this backdrop, we recognise that the time is right to review and refresh the propositions laid out in the Commission to ensure they are fit for the future, again looking to draw national insight and expertise from across all sectors.

Since 2010 the council's costs have risen and our core funding from government has gone down by around

£214m (48%)

with a further reduction of £25m in 2017/18

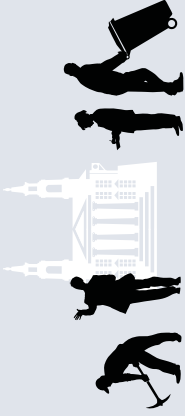


To date, we have responded to the financial challenge and been able to balance the budget each year, protecting front line services and avoiding large scale compulsory redundancies. This has been achieved by stimulating good economic growth, creatively managing demand for services, increasing trading and commercial income, growing council tax from new properties and a significant range of organisational efficiencies, all of which will continue so that we can deliver the

£82m of savings required in 2017/18

This year we will further assess our fees and charges, strengthen budget accountabilities and review our joint funding arrangements to help ensure a consistent and strategic approach that is fair and equitable to all partners involved. Our approach to the financial pressures anticipated will be set out this summer through an updated medium-term financial strategy.

The council's workforce has shrunk in recent years, helping mitigate the financial pressures: in 2010 we employed nearly 15,400 'full-time equivalent' (FTE) posts (this includes staff employed in Education Leeds and the authority ALMOs who have since transferred into the authority); we now have 12,400 FTEs and anticipate a further net reduction of 484 posts by the end of 2017/18.



Though we have fewer people, we remain confident we can deliver our Best Council Plan priorities if staff continue to work more flexibly and innovatively, performing at their best.

To enable this, we will refresh our People and Culture Strategy this year to improve our leadership and management, workforce planning and talent management. We will focus on the role of leaders in encouraging a positive 'can do' culture across the organisation where people feel more confident in speaking up where they see that something might be done better and empowered to create solutions.

2017/18 will see an even greater focus on inclusion and diversity with individual improvement objectives for all staff, policy reviews, actions in team plans, improved training and reviews of recruitment practices and progression routes. These activities aim to raise awareness, eliminate barriers, celebrate differences and create a workforce more representative of our communities.

Having adopted the West Yorkshire Low Pay Charter, we will continue with a range of actions to support our lower paid staff: maintain a minimum pay rate of

£8.25

and review this alongside national pay negotiations; carry out impact assessments in relation to pay and poverty issues in our workforce; re-launch our Union Learn programme to support lower paid workers with basic skills and use the government's new Apprentices Levy to enhance their career progression.

From April 2017, the council's organisational shape is changing: we are moving from seven directorates to five, bringing services together in a simpler and clearer structure to better deliver priorities and create efficiencies at a senior management level. While structure is important, too much emphasis on it can lead to a silo approach in how people work. To counteract this, it is crucial that we keep encouraging multi-disciplinary teams from across council services, partners and communities to come together around shared issues. This approach underpins our eight 'breakthrough projects' which are helping deliver the Best Council Plan priorities. The projects will continue in 2017/18 alongside a strengthened 'key account management' approach aimed at capitalising on the relationships we have with city and regional partners from all sectors.

BREAKTHROUGH PROJECTS

Helping deliver the Best Council Plan



KEY PERFORMANCE INDICATORS

1 How we are measuring progress in achieving better outcomes – these can change during the year so check online for the latest version

The set of key performance indicators (KPIs) below helps us measure progress in delivering our Best City and Best Council ambitions, outcomes and priorities. They are strategic indicators that we track over the long-term and report on regularly. At the end of the year, we look back on our performance and publish an annual report on the 'Best Council Plan' page on the council's leeds.gov.uk website. This is supplemented by more detailed performance information produced for the range of plans and strategies that support the Best Council Plan. A wider set of information about Leeds is also available through the Leeds Observatory, a web-based tool that provides a focal point for information and data about our areas and communities.



BEST COUNCIL KPIS

- Workforce more representative of our communities
- More apprentices employed by the council
- Lower average staff sickness levels
- All staff have appraisals and mid-year reviews
- Improved staff engagement scores
- Minimise over/underspend for this financial year
- Growth in business rates
- Improved council tax collection rate
- Increased percentage of ICT service desk calls fixed at the first point of contact
- ICT system/service availability
- Fewer customer complaints
- More council customers using self-serve when getting in touch
- Lower CO2 emissions from council buildings and operations
- Percentage of council staff with all 5 basic digital skills

BEST CITY KPIS

- Child friendly city**
 - Safe reduction in the number of children looked after
 - Higher school attendance
 - Fewer young people not in education, employment or training (NEET) / unknown
 - Educational attainment at age 16
- Good growth**
 - Growth in jobs in the Leeds economy
 - Increased productivity
 - More people supported to improve their skills
 - More Leeds residents with at least a Level 4 qualification
 - Increased number of new business start-ups
 - Increased football as a result of major cultural events
- Transport & infrastructure**
 - Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
 - Number of people killed or seriously injured in road traffic accidents
 - More residents with all 5 basic digital skills
 - Growth in new homes in Leeds
 - Reduced homelessness
- Better lives**
 - More adults and older people helped to live at home
 - Increase in registered care services rated as 'good' or 'outstanding'
 - More people with choice and control of their care services
 - Fewer people return to hospital following discharge
 - Percentage of new client referrals for specialist social care resolved at point of contact or through accessing universal services
- Health & wellbeing**
 - More adults are active
 - Fewer children are obese
 - Lower infant mortality rates
 - Reduced avoidable years of life lost
 - Suicide rates
 - Fewer people smoking
 - Claimant rate for Employment Support Allowance
- Resilient communities**
 - Increased self-reporting of domestic violence and abuse incidents
 - Reduced rate of serious acquisitive crime (burglaries and robberies)
 - Decrease in reported anti-social behaviour / nuisance concerns
 - Hate crime incidents
 - Number of adults of working age affected by in-work poverty
 - Increased earnings for the lowest paid 10% of working residents
- Low carbon**
 - Fewer households in fuel poverty
 - Reduced carbon emissions across the city
 - Improved energy and thermal efficiency performance of houses
 - Increased waste recycled

standardising how we work as well as consolidating and rationalising technology where possible as we refresh our IT hardware and software. Key projects include: upgrading the Microsoft infrastructure that underpins the running of most of our critical applications; modernising the council's communications tools; also modernising our network, server and data centre infrastructure to support flexible, multi-agency working and provide shared service capability for partners. Further rollout of our 'digital by design' principle will facilitate this work as part of the wider 'Smart Cities' agenda (see p. 18)

We will continue to improve the quality and availability of information provided to customers and also to staff and elected members, bringing together data from across the city to aid operational and strategic decision-making and better prioritise interventions and resources to where they are most needed. A large-scale project for 2017/18 is to ensure all council services, contracts and the partners with whom we share information are ready for the new 'General Data Protection Regulations' which come into effect from 25th May 2018. These replace the current Data Protection Act with more stringent rules for handling personal and sensitive data.

Data provides valuable insights to inform decision-making, but this needs to be supplemented by what people tell us through engagement. Alongside ongoing consultation and engagement on specific changes to council services or major initiatives such as developing the Leeds Growth Strategy, 2017/18 will also mark the launch of 'Changing Leeds'. This is an invitation for anyone who lives, works, visits or studies in the city to talk about the challenges that public services and communities in Leeds are facing so that together we can come up with the right solutions. We are working with partners to create online and offline places for people to learn more and take part in the discussions through a conversational approach, making the best use of existing assets such as local groups, events, social media and other communications channels.



Key strategies & related documents:

- Leeds City Council People and Culture Strategy (currently being refreshed – to be published later 2017)
- Leeds City Council Annual Financial Plan 2017/18 and Medium-Term Financial Strategy 2017/18–2019/20
- Leeds City Council Equality Improvement Priorities 2016-20
- Leeds City Council Digital and Information Strategy (in development – to be published later 2017)
- Leeds City Council Asset Management Plan 2014-17
- Leeds City Council Annual Governance Statement 2016 (the next update will be published in summer 2017)
- Commission on the Future of Local Government 2012

A significant phase of our programme known internally as 'Changing the Workplace' goes live in 2017/18 as around 1,000 staff move into the newly refurbished Merrion building. The programme is helping deliver significant savings as we gradually move from 17 city centre buildings down to 4 by the end of 2018/19 and creating a modern, more flexible working environment.



When it re-opens, Merrion House will bring together the majority of front-line council services into one place and create a new customer services hub, improving customer access in the city centre

– with our wider rollout of Community Hubs serving as focal points for members of the public in other parts of Leeds.

The Go ON UK Digital Exclusion



13%

of adults in Leeds have never been online and 23% lack all five basic digital skills

– managing information, communicating, transacting, creating (for example, completing online application forms) and problem solving (such as learning a new skill using online resources). In response, we have created a new '100% Digital Leeds' brand that reflects our ambition for a city where everyone has the opportunity to get online and can develop the five basic digital skills. We are asking all council staff to assess themselves against these skills and we will then develop an action plan. By using technology and training to grow people's digital skills, we will make it easier for staff and citizens to self-serve online, providing information and services on the web in a user-friendly way that encourages take-up. We will encourage customers to 'channel shift': to move away from face-to-face, phone and e-mail contact where appropriate so that they receive a quicker, more streamlined response and can access services at times that suit them.

Going digital incorporates technological change but is just as much about culture change, about being prepared to challenge often long-standing working practices. We will therefore maintain our approach of simplifying and

OUR VALUES

i Underpinning what we do and how we work

Our values underpin everything we do – our policies, strategies and processes – and how we work, defining our organisational culture. They provide a reference point for staff on how they are expected to behave and what they, and our customers and partners, can expect from Leeds City Council.

In 2011, we developed our five core values. To make sure they are still relevant, in January 2017 we talked about them with staff from across the authority. Overall, people are positive and



Being open, honest and trusted

– *I can be my best*

The importance of this value is well understood based on integrity, transparency, trust and honest feedback. Going forward, being bold in our approach will be helpful, as will two-way communications focused on sharing successes more widely and more visibly.

How we can get better: We need to continue to encourage and support a climate of openness and knowledge sharing; welcome regular feedback reinforced through meaningful appraisals and one-to-one meetings; we need to be honest about what we can and cannot do and work more on our communications with staff, particularly at this time given the scope and scale of business change.

“I am set clear expectations and have regular meetings with managers”

enthusiastic about our values, feeling they fairly represent how we currently work, or how we should work. However, people also felt that more could be done to bring them to life. Our five values are explained below in terms of what they mean to staff now, in 2017, and what more we can do.

Working with our staff on the council's values helps us put those values into practice every day, in every service we deliver, so that Leeds can have confidence in a council which is honest, fair, good with money, joined up and proud to make a difference.

“It feels like I count when I have responsibility and am given authority to get on”

Treating people fairly

– *It feels like I count*

People really appreciate this value: when things are not going so well it gives them something to point to and challenge behaviour that is not in line with it.

How we can get better: We need to focus more on enhancing staff wellbeing and resilience; make inclusion and diversity a priority and celebrate difference; acknowledge success throughout the year and not just at set points such as annual staff awards; continue to give staff a voice and act on ideas generated as opposed to blocking them; continue to build on the ‘can do’ approach that so many of our workforce embody and encourage and lead on cutting edge innovation, enabling this through more flexible systems and processes.

“This means using all our resources efficiently, every day”

Spending money wisely

– *I make every pound go further*

People feel that it is right that we have this value, particularly given the financial constraints we are operating in, but that ‘spending money’ needs to be considered more holistically than in purely cash terms.

How we can get better: We need to continue to encourage a better use of resources more widely, with more emphasis on talent, time, abilities and skills as well as tangible assets; to reinforce that the concept of ‘value for money’ is not just based on the lowest cost or best price but equally on the quality of service delivery and delivering better outcomes and that this sometimes requires investing more upfront to save in the longer term.

Working as a team for Leeds

– *I am part of a team with a ‘can do’ attitude*

Working collaboratively towards common goals was a common theme of staff discussions around this value. People understand the need to work differently and across silos but in practice, there is more to do to achieve a widespread collaborative mindset and the infrastructure to enable collaboration to take place across the city.

“As long as everyone shows a ‘can do’ attitude rather than ‘we’ve always done it that way’ then we can achieve great things.”

How we can get better: We need to actively encourage staff to work together on shared goals, sharing talent across services and with partners and recognising that this increases job satisfaction and creativity, leading to better results; maximise the use of technology to facilitate joint working; allow ‘permission to play’, to challenge and a ‘can do’ attitude and appreciate and recognise this.

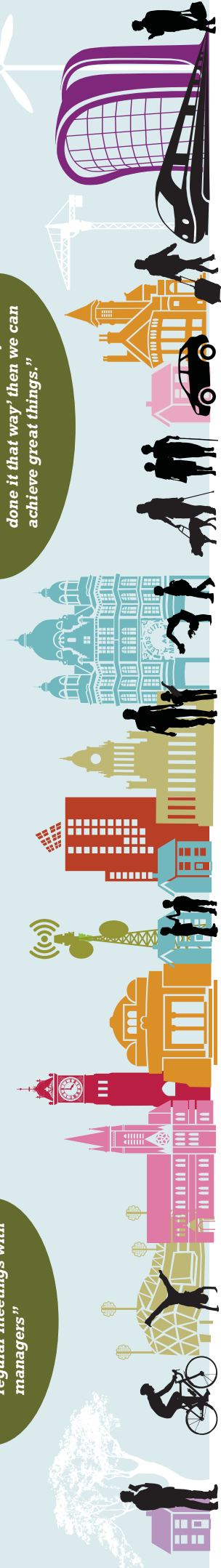
“I am pleased to say I work with others, not ‘to’ or ‘for’ them.”

Working with all communities

– *There’s no wrong door into the council*

In our discussions there was recognition that we need to ‘work with’ our communities, not ‘do to’. A more collaborative, flexible mindset will help us to achieve this and our Best Council Plan ambitions and priorities. People are proud to make a positive difference and, when we do, would like to shout about it more.

How we can get better: We need to better enable and support communities and build this into our everyday work, in both frontline and back office functions; emphasise that safeguarding is everyone’s responsibility; be more responsive to customers, however they contact us, so they are not passed from one person or service to another; challenge elected members, staff and partners as needed to ensure we all put citizens at the core of every decision we make; despite the challenging economic climate, continue to work hard and work well with and for the people of Leeds.





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Report author: Steven Courtney
Tel: (0113) 37 88666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date 22 June 2017

Subject: Financial Health Monitoring

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. During the previous municipal year (2016/17), the Scrutiny Board routinely monitored the Council's financial health through regular reports from the Chief Finance Officer.

2. Consideration of the Scrutiny Board's work schedule and priorities for 2017/18 are presented elsewhere on the agenda; however, in anticipation of the Scrutiny Board's desire to maintain an overview of the Council's financial health, the following suite of financial reports are appended for consideration.
 - Treasury Management Outturn Report 2016/17
 - Financial Performance – Outturn Financial Year ended 31/3/17
 - Financial Health Monitoring 2017/18 – Month 2 (May 2017)

3. The above reports are due to be considered by the Executive Board at its meeting on 21 June 2017. Appropriate senior officers have been invited to the meeting to discuss the attached report and address any issues raised by the Scrutiny Board.

4. As part of the 2017/18 budget setting process – including Scrutiny's involvement and input into that process – the Scrutiny Board may again wish to consider the following resolution of Executive Board from its meeting on 8 February 2017:

(c) That the Executive Board's thanks be extended to Scrutiny Boards for their comments, and in considering the specific recommendations made:

- i) *The Board agrees that, during 2017/18, there should be further review of fees and charges, including revisiting the previous report and recommendations from Scrutiny Board (Strategy and Resources) in order to help ensure that the Council maximises its income streams;*
- ii) *The Board agrees that, as part of the development of the 'Leeds £' approach, there should be a review of joint funding arrangements in order to help ensure a consistent and strategic approach that is fair and equitable to all partners involved;*
- iii) *The Board agrees that, where any directorate is anticipating a significant budget overspend, support be given to the need for the section 151 Officer and the relevant Director to work closely and proactively with the relevant Scrutiny Board in order to provide suitable assurance that there is robust financial risk management and transition planning in place;*
- iv) *The Board agrees that for all proposed budget savings, there is a clear narrative that explains how the savings will be achieved, including (but not limited to) service redesign and service commissioning/ decommissioning;*
- v) *The Board notes the comments of the Scrutiny Board (Adult Social Services, Public Health, NHS) in respect of the Adult Social Care precept and the assurances provided through the submitted report on the justification and how the additional funding will be utilised.*

Recommendations

- 4. That the Scrutiny Board considers the attached Executive Board reports and agrees any specific scrutiny actions that may be appropriate.

Background documents¹

- 5. 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: Steven Courtney
Tel: 0113 378 8666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 22 June 2017

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 held during the meeting, Members are 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 for Scrutiny identified during the meeting and incorporate these into its work schedule for the forthcoming municipal year (i.e. 2017/18).

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 RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Notes	Jun-17	Jul-17	Aug-17
Review of Joint Funding Arrangements (TBC)	Inquiry	Agreed by Executive Board (Feb 2017)		Terms of reference (TBC)	
Inquiry area 2 (TBC)	Inquiry	Scope to be determined			
Financial Health Monitoring	Performance reviews	Monitoring arrangements continue for 2017/18	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18	
Fees and charges	Policy Review	Agreed by Executive Board (Feb 2017)		Terms of reference (TBC)	
Budget proposals	Policy Development				
Performance Reports (TBC)	Performance monitoring	Performance reports: scope and timing TBC			
Best Council Plan progress	Performance monitoring	Best Council plan KPIs & performance monitoring			
Service area 1	Performance monitoring			Quarterly report	

SCRUTINY BOARD
(STRATEGY RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Notes	Jun-17	Jul-17	Aug-17
Service area 2	Performance monitoring				
Service area 3	Performance monitoring				
Commissioning	Performance monitoring				
Commissioning: recommendation tracking	Performance monitoring	Recommendation tracking: Commissioning report		Commissioning: Formal response	
	Briefings	To be identified as and when required			

SCRUTINY BOARD
(STRATEGY RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Sep-17	Oct-17	Nov-17	Dec-17
Review of Joint Funding Arrangements (TBC)	Inquiry	TBC	TBC	TBC	TBC
Inquiry area 2 (TBC)	Inquiry				
Financial Health Monitoring	Performance reviews	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18
Fees and charges	Policy Review	TBC	TBC	TBC	
Budget proposals	Policy Development				Initial 2018/19 budget proposals
Performance Reports (TBC)	Performance monitoring				
Best Council Plan progress	Performance monitoring	Performance report (TBC)			
Service area 1	Performance monitoring			Quarterly report	

SCRUTINY BOARD
(STRATEGY RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Sep-17	Oct-17	Nov-17	Dec-17
Service area 2	Performance monitoring	Quarterly report			Quarterly report
Service area 3	Performance monitoring		Quarterly report		
Commissioning	Performance monitoring		6-monthly report (Rec. 2)		
Commissioning: recommendation tracking	Performance monitoring		Commissioning: Progress report		
	Briefings				

SCRUTINY BOARD
(STRATEGY RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Jan-18	Feb-18	Mar-18	Apr-18
Review of Joint Funding Arrangements (TBC)	Inquiry	TBC	TBC	TBC	
Inquiry area 2 (TBC)	Inquiry				
Financial Health Monitoring	Performance reviews	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18	Financial Health Monitoring 2017/18	
Fees and charges	Policy Review				
Budget proposals	Policy Development	2018/19 Budget recommendations			
Performance Reports (TBC)	Performance monitoring				
Best Council Plan progress	Performance monitoring			Performance report (TBC)	
Service area 1	Performance monitoring		Quarterly report		

SCRUTINY BOARD
(STRATEGY RESOURCES)

2017/18 WORK SCHEDULE

Title	Type of Item	Jan-18	Feb-18	Mar-18	Apr-18
Service area 2	Performance monitoring			Quarterly report	
Service area 3	Performance monitoring	Quarterly report			
Commissioning	Performance monitoring			6-monthly report (Rec. 2)	
Commissioning: recommendation tracking	Performance monitoring				
	Briefings				