



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 19th June, 2023 at 10.00 am

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

MEMBERSHIP

Councillors

G Almass	-	Beeston and Holbeck;
H Bithell	-	Kirkstall;
S Burke	-	Middleton Park;
D Chapman	-	Rothwell;
B Flynn	-	Adel and Wharfedale;
T Hinchcliffe	-	Bramley and Stanningley;
A Khan (Chair)	-	Burmantofts and Richmond Hill;
W Kidger	-	Morley South;
A Parnham	-	Armley;
M Robinson	-	Harewood;
E Thomson	-	Guiseley and Rawdon;

Please Note: Please do not attend the meeting in person if you have symptoms of Covid-19 and please follow current public health advice to avoid passing the virus onto other people.

Note to observers of the meeting: We strive to ensure our public committee meetings are inclusive and accessible for all. If you are intending to observe a public meeting in-person, please advise us in advance of any specific access requirements that we need to take into account by email (FacilitiesManagement@leeds.gov.uk). Please state the name, date and start time of the committee meeting you will be observing and include your full name and contact details.

To remotely observe this meeting, please click on the 'View the Meeting Recording' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

[Council and democracy \(leeds.gov.uk\)](https://www.leeds.gov.uk/council-and-democracy)

Principal Scrutiny Adviser:
Rob Clayton
Tel: 37 88790

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<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. <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>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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>	
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 INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 27 MARCH 2023</p> <p>To confirm as a correct record, the minutes of the meeting held on 27 March 2023.</p>	7 - 16
7			<p>CO-OPTED MEMBERS</p> <p>To consider the appointment of co-opted members to the Scrutiny Board (Strategy & Resources).</p>	17 - 20
8			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To consider the Scrutiny Board's Terms of Reference as presented in the report of the Head of Democratic Services.</p>	21 - 38
9			<p>SOURCES OF WORK</p> <p>To receive a report from the Head of Democratic Services on potential sources of work for the Scrutiny Board.</p>	39 - 56
10			<p>PERFORMANCE REPORT</p> <p>To consider a report from the Director of Strategy and Resources which presents a summary of performance data relating to Council and city priorities that fall within the remit of the Scrutiny Board (Strategy & Resources).</p>	57 - 70
11			<p>BEING OUR BEST - OUR ORGANISATION PLAN FOR 2023 ONWARDS</p> <p>To receive a report from the Director of Strategy and Resources setting out details on the Council's new Being Our Best Organisation Plan for 2023 onwards.</p>	71 - 84

Item No	Ward/Equal Opportunities	Item Not Open		Page No
12			<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board's work schedule for the 2023/24 municipal year.</p>	85 - 100
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next meeting of the Scrutiny Board (Strategy & Resources) will take place on Monday 17 July at 10am (pre-meeting for board members at 9.30AM).</p>	

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 27TH MARCH, 2023

PRESENT: Councillor A Scopes in the Chair

Councillors G Almass, S Burke, P Carlill,
D Chapman, B Flynn, C Gruen and
K Ritchie

97 Appeals Against Refusal of Inspection of Documents

There were no appeals were made.

98 Exempt Information - Possible Exclusion of the Press and Public

The agenda contained no exempt information.

99 Late Items

There were no formal late items of business.

100 Declaration of Interests

No declarations of interests were made at the meeting.

101 Apologies for Absence and Notification of Substitutes

Apologies were received from Councillors Finnigan, Firth and France-Mir.

102 Minutes - 20 February 2023

The Principal Scrutiny Advisor provided the following updates to the Scrutiny Board (Strategy & Resources).

Minute 85: In light of the confidential information that formed part of the Procurement and Commercial Services update, further consideration is being given to how scrutiny of such matters may be managed and referenced in future.

Minute 91: A letter from the Chair of the Scrutiny Board (Strategy & Resources) summarising the discussions about the LGA Corporate Peer Challenge item has been sent to the Leader of Council, the wider Executive Board, directors and all Scrutiny Board Chairs.

Minutes 92: Additional information relating to Civic Enterprise Leeds has been circulated to members of the Scrutiny Board as requested.

Minute 93: Additional information relating to the item on Procurement and Commercial Services has been provided to members of the Scrutiny board as requested.

Draft minutes to be approved at the meeting
to be held on Date Not Specified

Minute 95: A proposed working group on Equalities, Diversity and Inclusion will no longer be taking place, as the information is being presented to the Scrutiny Board as part of the public agenda on 27 March 2023.

RESOLVED – That the minutes of the meeting held on 20 February 2023 be agreed as a correct record.

103 **Attendance Management Update**

The report of the Chief HR Officer provided the Board with an update regarding the current position in relation to attendance management and the support offered to managers and employees in relation to health and wellbeing.

The report included the following:

- An outline of the level of sickness absence across the Council.
- Details of the targeted interventions, including refreshed management reporting, targeted service support, prioritisation of long-term sickness cases, and an examination of the reported reasons for ill-health.
- Building manager capability and embedding the #BeWell Offer.
- Highlighting 13 priority service areas that have been identified for additional support from the HR Business Partnering Team.
- An overview and update of the Health and Wellbeing offer that is already in place and has previously been reported to Scrutiny.

The following were in attendance:

- Cllr Debra Coupar (Executive Member)
- Mariana Pexton (Director of Resources)
- Andy Dodman (Chief Officer, Human Resources)
- Claire Matson (Head of Human Resources)

Members noted the content of the report and the progress towards reducing the level of absence. The Scrutiny Board welcomed the further development of the #teamleedsbewell offer.

The Chief Officer for Human Resources outlined the progress delivered through targeted interventions since summer 2022 and the forecast trends for the next few months.

Members noted the financial savings sought across the organisation associated with vacancy management and questioned whether this generates additional pressure for staff managing increasing workloads. It was noted that the recent LGA Corporate Peer Review highlighted similar concerns. In response the Scrutiny Board was advised that the Council is strengthening its offer of support for staff, particularly around managerial capability.

Members sought and received further information about the role of attendance coordinators as part of targeted service interventions.

The Scrutiny Board discussed the themes emerging from work to develop a West Yorkshire Fair Work Charter and requested that further detail be presented to the Scrutiny Board once the framework is available.

The Scrutiny Board requested further information about the main reasons for sickness absence over the period covered by the report and the correlation of those absences with protected characteristics. Concern was expressed about the increase in absence related to mental health.

The Board noted an increase in absence attributable to unspecified viruses in the post-pandemic period. Members sought and received assurances that the organisation is continuing to promote public health advice, particularly for front line staff with higher levels of public interaction, as was the case during the Covid-19 pandemic.

Members sought further information about the support offered to women going through the menopause, noting that this is likely to be underreported as a specific cause of absence.

Staff perception of the main HR interventions was explored. Officers noted the upcoming staff survey will provide a snapshot of general perceptions regarding health and wellbeing and wider satisfaction of staff employed by the Council. It was agreed that additional detail on the staff survey will be provided as part of a further update to Scrutiny that would also cover absence monitoring and performance management in the new municipal year.

It was noted that there are no significant differences in absences relating to staff working increasingly from home and those same groups when they were predominantly office-based pre-pandemic. The most significant variations in sickness absence relate to staff working in environments with more physical demands, where there is a higher prevalence of absence linked to musculoskeletal issues.

Further information was requested in relation to the ongoing reporting of covid-related absences and along with detail on the types of illness that make up the Days lost per FTE chart on page 20 of the agenda pack.

The Scrutiny Board reflected on the balance between the level of support and challenge required to ensuring a healthy workforce and recommended that the successor board carries out further work in this area in 2023/24.

RESOLVED –

- a) To note the content of the report and the ongoing work and progress to reduce the level of absence including the further development of the #teamleedsbewell offer.
- b) To note the contents of the Boards discussions which included requests for:
 - a. Further updates on this agenda to be provided to the Scrutiny Board (Strategy & Resources) in 2023/24.

- b. An update to be provided in relation to the West Yorkshire Fair Work Charter once the framework is available.
- c. Confirmation of the number of absences reported as Covid-related.
- d. A breakdown of the main reasons for sickness over the time period covered by the report and, where possible, the correlation to protected characteristics.

104 Equality, Diversity and Inclusion (EDI) Follow Up

Further to minute 66 of the meeting held 12 December 2022 the report of the Head of Democratic Services provided a follow up on the journey being undertaken corporately by the Council to improve the approach to Equality, Diversity and Inclusion (EDI).

In attendance for this item were:

- Cllr Debra Coupar (Executive Member)
- Mariana Pexton (Director, Resources)
- Andy Dodman (Chief Officer, Human Resources)
- John Ebo (Head of HR Projects – EDI)

Members of the Scrutiny Board (Strategy & Resources) noted the progress and ongoing work on equality, diversity and inclusion and the focus on embedding EDI within the council's values and behaviours.

John Ebo delivered an introductory presentation highlighting issues including:

- Progress to embed EDI priorities across the organisation
- Mandatory in-person EDI training for 2,200 managers.
- The need for a 'high challenge and high support' approach to tackle unacceptable behaviour.
- Progress with a Grievance Practice Review.
- The use of EDI data to evidence diversity of employees within different services.

The Scrutiny Board sought further information about the recently appointed Freedom to Speak Up Guardian, including her caseload, capacity, accessibility and ways in which the impact of the role can be measured.

It was confirmed that the Freedom to Speak Up Guardian has committed to attend a scrutiny session during 2023/24.

Members were reassured that the Corporate Leadership Team has agreed that network leads should have protected time to support their group, and that all other members of staff should be reasonably supported to attend staff network sessions. This message is being communicated through the current manager EDI training.

The Scrutiny Board agreed to invite representatives of the staff networks to attend further scrutiny sessions in 2023/24.

Draft minutes to be approved at the meeting
to be held on Date Not Specified

Officers were asked to consider whether it would be beneficial to introduce an EDI veterans group given concerns about matters such as access to services.

It was confirmed that EDI training for elected members is being developed and will be part of this year's new member induction programme. The Board agreed to consider whether it would be beneficial for refresher training to be provided to members of the 2023/24 successor board.

The Scrutiny Board sought clarification about how improvements in the grievance process can be measured and were informed that the time taken to resolve such matters is a key metric. Effective triage of grievances is enabling a swifter resolution in cases where the use of tools such as informal mediation may be appropriate.

Further information about the Terms of Reference for the EDI Task group was requested.

Mandatory training for managers was welcomed and members were advised that this is in addition to the suite of EDI resources that have been made available to all staff in recent years. It was noted that understanding intersectionality should be an important part of the EDI manager training.

Whilst noting the plans for managers to develop action plans with teams that will set out clear actions on this agenda, the Board sought assurances around effectiveness, monitoring and accountability of progress to ensure that managers do cascade information to their staff. It was noted that this is an area for further development in terms of how this can be monitored and reported.

Cllr Burke expressed an interest in attending one of the EDI training sessions and was invited to also spend time with Cllr Coupar's team to see how the EDI priorities are being embedded in practice.

The Scrutiny Board sought clarification about the work being undertaken to support the career progression of underrepresented groups. Members requested an update on any framework that is developed in this regard.

Members explored the use of the terms 'equity' and 'equality,' and were reassured that understanding equity is an important part of EDI training.

Concern was raised about how the Council's EDI priorities can be embedded in the culture of partner organisations contracted to deliver work and services for the Council. In response officers highlighted that procurement contracts can be used as a mechanism to help achieve this ambition.

Officers outlined work that has taken place in partnership with the NHS to promote neighbourhood recruitment. This has been targeted at priority neighbourhoods and has had some success. There is an ambition to increase the scope of this work to include anchor institutions.

Members also requested further information on the Grievance Policy Review to ensure monitoring of the changes that have taken place. It was agreed that Board members will be provided with a copy of the recent Grievance Policy Review report.

RESOLVED –

- a) To note the progress and ongoing work on equality, diversity and inclusion and the focus on embedding EDI priorities within the council's values and behaviours.
- b) The Board requested the following additional actions:
 - a. A copy of the Terms of Reference for the EDI Tasking Group
 - b. The Freedom to Speak Up Guardian to attend a scrutiny session in 2023/24.
 - c. Representatives from the staff networks to be invited to further sessions of the Scrutiny Board in 2023/24.
 - d. Cllr Burke to spend time with Cllr Coupar's team to understand how EDI priorities are being embedded in practice.
 - e. Consideration to be given to Cllr Burke attending an EDI manager training session.
 - f. Consideration to be given as to how monitoring of manager to staff cascading of information can be monitored.
 - g. Grievance Policy Review report to be shared with Board members

105 Electoral Services Update - Voter ID

The Board considered the report of the Director of Communities, Housing and Environment which provided, for information, an update on Voter identification implementation.

The following were in attendance for this item:

- Cllr Debra Coupar (Executive Member)
- Mariana Pexton (Director of Resources)
- Susanna Benton (Head of Electoral Services)

The Head of Electoral Services outlined the requirements of the Elections Act 2022 in relation to photographic identification for those wishing to vote in person at a polling station.

Members were advised that this requirement will not apply to postal voters though there are plans to carry out ID check on postal voters in advance of elections in 2024. In Leeds 30% of the electorate are registered for a postal vote. There has so far been no significant increase in postal vote applications that could be attributed to electors choosing that method of voting to bypass the new identification requirements.

Susanna Benton set out the ways in which the changes have been communicated locally including via email, radio, neighbourhood forums,

advertising in multiple languages on refuse vehicles, and existing community and faith networks. This work will continue until final deadline for voter ID applications on Tuesday 25 April.

People who vote anonymously have been contacted separately.

It was confirmed that most polling stations currently have a female member of staff appointed to undertake the checking of voter ID. Should a female member of staff not be present, a female polling station inspector will be available to attend the polling station if required.

In respect of take up of the free Voter Authority Certificates (VACs) the Board were informed that research carried out by the Government and Electoral Commission suggested that in Leeds between 2,000 and 7,000 applications could be expected. In an update to the figure provided in the report the number of applications for VACs now stands at 951.

Concern was expressed about staff facing aggression if electors are turned away from a polling station. Additional training is being provided to staff and the Head of Electoral Services has been working closely with West Yorkshire Police to ensure support is in place on polling day.

It is anticipated that the polling station inspector would make the final decision about whether to refuse a ballot paper in cases where an ID document raises reasonable doubt for the presiding officer and a voter requests a second opinion or is dissatisfied with the initial view from the presiding officer.

It was confirmed that the Government has applied the new burdens doctrine to the implementation of Voter ID and the team is therefore recording additional costs with a view to applying for reimbursement.

The Head of Electoral Services confirmed that in cases where electors are turned away, they will be able to return with appropriate ID.

The Scrutiny Board thanked the Head of Elections for the extensive work undertaken to implement the new requirements relating to voter ID.

Cllr Coupar added that she has specific concerns about staff safety and whether all electors will have appropriate voter ID on election day and that she will continue to advocate for a delay to the introduction of voter ID in the coming weeks.

RESOLVED – That the contents of the report and discussions be noted.

106 End of Year Statement

The Board considered the report of the Head of Democratic Services which presented the Scrutiny Board (Strategy & Resources) Year End Summary: 2022/23.

Article 6 of Leeds City Council's Constitution states that the Head of Democratic Services, as designated Scrutiny Officer, will provide an annual report to Council setting out how the authority has carried out its overview and scrutiny functions during the preceding twelve-month period.

The Year End Summary is designed to complement the Annual Report with each Scrutiny Board providing links to all their agenda packs, minutes and webcasts from Board meetings over a twelve-month period.

The Year End Summary also includes a statement from the Scrutiny Chair, highlighting the issues that have been priorities for the Scrutiny Board over the last municipal year.

RESOLVED –

To note the appended 2022/23 end of year statement for the Scrutiny Board (Strategy & Resources) and, subject to any agreed amendments, approval be given to its publication.

107 Work Programme

The Head of Democratic Services submitted a report requesting Members' consideration in relation to the Board's Work Programme which was attached at Appendix 1 of the submitted report.

The Principal Scrutiny Adviser presented the report and asked members to note the provisional dates for the successor Scrutiny Board for 2023/24.

Alongside items required by the Budget and Policy Framework on an annual basis, members of the Scrutiny Board recommended that the following items of business be considered by the 2023/24 successor board:

- EDI update
- A summary from the elections service on the key information that emerges from the 2023 local elections, including details of the impact of the new national voter ID requirements. Members noted the potential opportunity for the Scrutiny Board to communicate any 'lessons learned' to Government regarding the introduction of voter ID requirements.
- Leeds 2023 updates: early in municipal year to understand progress with delivery and an update after the event to evaluate impact.

Cllr Coupar thanked the Scrutiny Board for the work carried out in 2022/23 and noted the value of influencing the development of policy through pre-decision scrutiny.

RESOLVED: - Members of the Board noted and approved:

- a) The Scrutiny Board's 2022/23 work schedule
- b) Recommended items of business for the 2023/24 successor board.
- c) Members further noted the Executive Board minutes from 8 March 2023 insofar as they relate to the remit of the Scrutiny Board.

108 Date and Time of Next Meeting

RESOLVED – To note that subject to the provisional 2023/24 committee dates being approved at the Annual Council Meeting in May 2023, the next public meeting of the successor Scrutiny Board will take place on **19 June 2023 at 10.00am**. There will be a pre-meeting for all board members at **9.45am**.

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Co-Opted Members

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- The Council's Constitution includes 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 usually been reviewed on an annual basis at the beginning of a new municipal year.
- This report provides guidance to the Scrutiny Board about the appointment of co-opted members. In addition to general provisions applicable to all Boards, there are also several specific legislative arrangements for certain co-opted members. Such cases are set out in the Council's Constitution and are also noted within this report.

Recommendations

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

What is this report about?

- 1 In most cases the appointment of co-opted members is optional and is determined by the relevant Scrutiny Board.
- 2 The Scrutiny Board Procedure Rules within the Council's Constitution outline the options available to Scrutiny Boards in relation to appointing co-opted members.
- 3 In general terms, Scrutiny Boards can appoint:
 - a) 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,
 - b) 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.
- 4 To assist the Scrutiny Board, this report sets out issues to consider when seeking to appoint a co-opted member.
- 5 As well as general provisions for co-opted members, applicable to all Boards, Article 6 of the Council's Constitution reflects the specific legislative arrangements that relate to Education representatives co-opted onto the Children and Families Scrutiny Board.

What impact will this proposal have?

- 6 It is widely recognised that in some circumstances, co-opted members can significantly add value to the work of Scrutiny Boards and, where appropriate, facilitate co-operation between Scrutiny Boards.
- 7 The Scrutiny Board Procedure Rules make it clear that co-option would normally only be appropriate where the co-opted member has specialist skill or knowledge, which would be of assistance to the Scrutiny Board.
- 8 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 viewed as a replacement for professional advice from officers.
- 9 Co-opted members should be considered as representatives of a particular group of stakeholders. 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.
- 10 When considering the appointment of a co-opted member for a term of office, Scrutiny Boards should be mindful of any potential conflicts of interest that may arise during 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 specific scrutiny inquiry.
- 11 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.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

12 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities set out in the Best City Ambition. A decision to co-opt members would be taken with the intention of adding value to the work of the Scrutiny Boards.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

13 The guidance surrounding co-opted members has previously been discussed by Scrutiny Chairs and it was agreed that individual Scrutiny Boards would consider the appointment of co-optees onto their respective boards.

What are the resource implications?

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

What are the key risks and how are they being managed?

15 When considering the appointment of a standing co-opted member for a term of office, members 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.

What are the legal implications?

16 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.

Appendices

- None

Background papers

- None

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Scrutiny Boards - Terms of Reference

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- This report presents the terms of reference for the Scrutiny Board (Strategy and Resources)
- While general Terms of Reference are applied to all Scrutiny Boards, the variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution.
- Further information is presented within this report to show how each of the five individual Scrutiny Boards align to 2023/24 Officer Delegated Functions and Executive Portfolios.
- In line with the Scrutiny Board Procedure Rules, the Scrutiny Boards will also continue to ensure through service review that equality and diversity/cohesion and integration issues are considered in decision making and policy formulation.

Recommendations

- a) Members are requested to note the Terms of Reference as they relate to the Scrutiny Board (Strategy and Resources).

What is this report about?

- 1 This report presents the Terms of Reference for the Scrutiny Board (Strategy and Resources).
- 2 The general Terms of Reference applied to all Scrutiny Boards are set out in Appendix 1.
- 3 The variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution (see Appendix 2).
- 4 Further detail has been provided to illustrate how each of the five Scrutiny Boards align to 2023/24 Officer Delegated Functions and Executive Portfolios (Appendix 3).
- 5 There has been a significant change in board membership for municipal year 2023/24 and therefore to accompany this item a brief introductory presentation will feature in the meeting to cover the services that fall under the Board's remit.

What impact will this proposal have?

- 6 This report sets out the Terms of Reference for the Scrutiny Board (Strategy and Resources).

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing Inclusive Growth Zero Carbon

- 7 The terms of reference of the Scrutiny Boards will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best City Ambition.

What consultation and engagement has taken place?

- 8 The Terms of Reference were formally considered and approved by the Council at the Annual General Meeting on 24 May 2023.

What are the resource implications?

- 9 This report has no specific resource implications.

What are the key risks and how are they being managed?

- 10 This report has no risk management implications.

What are the legal implications?

- 11 This report has no specific legal implications.

Appendices

- Appendix 1: General Terms of Reference applicable to all Scrutiny Boards
- Appendix 2: Article 6 of the constitution, outlining the variation in Scrutiny Board remits and any special responsibilities.
- Appendix 3: Scrutiny Board alignment with officer Delegated Functions and Executive portfolios 2023/24.

Background papers

- None

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 Democratic Services, 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 MEMBERSHIP

Members shall be appointed in accordance with the Scrutiny Board Procedure Rules.

Scrutiny Boards shall co-opt members in accordance with the Scrutiny Board Procedure Rules.

6.7 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

- The Scrutiny Board with responsibility for health shall nominate Members to any joint overview and scrutiny committee appointed by the authority.⁷

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

⁷ such nominations to reflect the political balance of the 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 an agreed time frame.***

Scrutiny Board	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
		Council Functions	Executive Functions
Strategy and Resources		Chief Executive Director of Strategy and Resources Chief Officer (Financial Services) City Solicitor Director of Communities, Housing and Environment	Chief Executive (1-3) Director of Strategy and Resources (1-7) City Solicitor (1-3) Chief Officer (Financial Services)(1-5) Director of Communities, Housing and Environment (2, 15 – 17) Director of City Development (8, 11)
Infrastructure, Investment and Inclusive Growth	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	Director of City Development Chief Planning Officer	Chief Executive (4) Director of City Development (1, 3-5a&b, 6 & 7, 9-10, 14) Chief Planning Officer (1-4) Director of Children and Families (2(e))
Environment, Housing and Communities	Responsible authorities (defined by S5 Crime and Disorder Act 1998)	None	Director of Communities, Housing and Environment (1, 3-14, 18-20) Director of Strategy and Resources (8-12) Director of City Development (2)
Children and Families		Director of Children and Families	Director of Children and Families (1, 2(a-d & f), 3 & 4) Programme Director Strengthening Families, Protecting Children (1 – 3) Director of Children & Families 1 (Functions delegated as Lead Officer of One Adoption Agency for West Yorkshire)
Adults, Health and Active Lifestyles	Relevant NHS bodies or health service providers including:- NHS England NHS Leeds Clinical Commissioning Group Local NHS Trusts and other NHS service providers Healthwatch Leeds	None	Director of Adults and Health (1 - 8) Director of Public Health (1-6) Director of City Development (12&13)

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

- To review and scrutinise the exercise by risk management authorities⁸ of flood risk management functions⁹ which may affect the Leeds City Council area¹⁰.

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 committee¹¹, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹² by responsible authorities¹³; and
 - b) To review or scrutinise any local crime or disorder matter¹⁴ raised by a Member.

3 – Health

The Scrutiny Board (Adults, Health and Active Lifestyles) 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

⁸ As defined by Section 6 Flood and Water Management Act 2010

⁹ As defined by Section 4 Flood and Water Management Act 2010

¹⁰ In accordance with Section 9FH Local Government Act 2000

¹¹ In accordance with Section 19 Police and Justice Act 2006

¹² As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹³ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁴ 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

Article 6 - Scrutiny Boards

Matters which fall within the terms of reference of this Scrutiny Board 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.

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Adults, Health and Active Lifestyles	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Director of Adults & Health</p> <ol style="list-style-type: none"> 1. Promotion of well-being 2. Information, advice and advocacy 3. Prevention and Recovery 4. Safeguarding 5. Assessment and eligibility 6. Diverse and high-quality services 7. Charging and financial assessment 8. Public Health <p>Director of City Development</p> <ol style="list-style-type: none"> 12. Sport and Active Leeds <p>Director of Public Health</p> <ol style="list-style-type: none"> 1. Health Improvement Functions 2. Health Protection Functions 3. Functions relating to the commissioning of Public Health services 4. Provision of statutory and mandated functions 5. Functions of Responsible Authority 6. Publication of the annual report on the health of the local population. 	<p>ADULT SOCIAL CARE, PUBLIC HEALTH AND ACTIVE LIFESTYLES</p> <p>Cllr S Arif</p>
<p>Director of City Development</p> <ol style="list-style-type: none"> 13. Active Travel (relating to the promotion and championing of active travel – with responsibilities for infrastructure remaining within the highways and transport and planning functions) 	<p>SUSTAINABLE DEVELOPMENT AND INFRASTRUCTURE</p> <p>Cllr H Hayden</p>
	<p>CHILDREN’S SOCIAL CARE AND HEALTH PARTNERSHIPS</p> <p>Cllr F Venner in her capacity as Chair of the Health and Wellbeing Board</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Children and Families	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Director of Children and Families</p> <ol style="list-style-type: none"> 1. Children’s Social Work 2. Learning including:- <ol style="list-style-type: none"> a) Early Years Provision 3. Child Friendly City 4. Youth Services¹ <ol style="list-style-type: none"> 1. Adoption services (Function delegated to the Director of Children and Families as Lead Officer of one Adoption Agency for West Yorkshire) 	<p>CHILDREN’S SOCIAL CARE AND HEALTH PARTNERSHIPS Cllr F Venner</p>
<p>Programme Director Strengthening Families, Protecting Children</p> <ol style="list-style-type: none"> 1. Act as an ambassador for Leeds City Council 2. Strengthening Families, Protecting Children Programme (SFPC) 3. Partners in Practice including Leeds Relational Practice Centre (LRPC) 	
<p>Director of Children & Families</p> <ol style="list-style-type: none"> 2. Learning, including:- <ol style="list-style-type: none"> b) Sustainable access to education; c) Special Educational Needs and Disabilities; d) Promotion of attendance, attainment and achievement; f) Development of active citizens 	<p>ECONOMY, CULTURE & EDUCATION Cllr J Pryor</p>

¹ Save for Locality Youth Services

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Environment, Housing and Communities	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Director of Communities, Housing & Environment</p> <p>1. Integrated locality working and its associated city-wide support and delivery functions including Locality Youth Services</p> <p>3. The Council’s Community Hubs functions</p> <p>4. Library and Information Services</p> <p>20. Welfare and Benefits services</p>	<p>COMMUNITIES</p> <p>Cllr M Harland</p>
<p>Director of Communities, Housing & Environment</p> <p>6. Public Health Protection and Control of Statutory Nuisance</p> <p>7. Environmental Health and Consumer Protection</p> <p>8. Environmental management</p> <p>9. Car parking</p> <p>10. Waste</p> <p>11. Cemeteries, crematoria, burial grounds and mortuaries</p> <p>12. Parks and Countryside</p> <p>13. Countryside management</p> <p>14. Ecological sustainability</p> <p>15. Climate Change</p> <p>16. Clean Air</p>	<p>CLIMATE, ENERGY, ENVIRONMENT AND GREEN SPACE</p> <p>Cllr M Rafique</p>
<p>Director of Communities, Housing & Environment</p> <p>21. Landlord Functions (funded by the Housing Revenue Account)</p> <p>22. Other Housing Functions</p>	<p>HOUSING</p> <p>Cllr J Lennox</p>
<p>Director of Communities, Housing & Environment</p> <p>5. Community Safety</p> <p>Director of City Development:</p> <p>2. Functions relating to the Council’s Register of Assets of Community Value</p>	<p>RESOURCES</p> <p>Cllr Coupar</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Infrastructure, Investment and Inclusive Growth	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
Chief Executive 4. City Region Functions	LEADER'S PORTFOLIO Cllr J Lewis
Director of City Development 1. Asset Management Director of Strategy and Resources 9. Community Infrastructure Levy	RESOURCES Cllr D Coupar
Director of City Development 3. Inclusive Growth 6. Sustainable Economic Development 7. Employment and Skills Director of Children & Families 2e. 14 – 16 Skills Development	ECONOMY, CULTURE & EDUCATION Cllr J Pryor
Director of City Development 4. Sustainable Development 5. Sustainable Housing Growth:- a) Private Housing Development 9. Highways and Transportation 10. Flood and water management 14. Planning Services Chief Planning Officer 1. Development Plan functions 2. Planning Policy and Guidance functions 3. Neighbourhood Planning functions 4a. Conservation Area functions	SUSTAINABLE DEVELOPMENT AND INFRASTRUCTURE Cllr H Hayden

Appendix 3: Scrutiny Board Alignment to Executive Functions

Director of City Development 5. Sustainable Housing Growth:- b) Affordable housing c) Council Housing Growth	HOUSING Cllr J Lennox
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Appendix 3: Scrutiny Board Alignment to Executive Functions

Scrutiny Board: Strategy and Resources	
Functions by reference to the Officer Delegation Scheme	Executive Board Portfolio
<p>Chief Executive 1. Functions in relation to elections</p> <p>Director of Strategy and Resources 1. Setting, supporting and monitoring the council’s policies and procedures for:- a) human resources (including health and safety and equalities); b) access to information c) procurement, purchasing, contract management and commercial activity d) projects and programmes f) performance, organisational planning and service improvement.</p> <p>2. Digital and Information Services 3. Customer Relations 4. Corporate communications and marketing services 6. The Council’s city-wide resilience and emergency planning functions 7. Shared Services 8. Civic Enterprise Leeds services</p> <p>Chief Officer Financial Services 2. Ensuring effective financial management and controls 3. Setting, supporting and monitoring the Council’s policies and procedures for budgets 4. Administering effective financial management and controls 5. Corporate Governance</p> <p>City solicitor 1. Legal Services 2. Democratic Services including support to elected members in their responsibilities 3. Standards and Conduct</p>	<p>RESOURCES Cllr D Coupar</p>

Appendix 3: Scrutiny Board Alignment to Executive Functions

<p>Director of Communities, Housing & Environment 17. Registrars functions 18. Licensing functions 19. Land and property search functions</p>	
<p>Chief Executive 2. Civic and Ceremonial functions of the Council 3. Devolution and local freedoms</p> <p>Director of Strategy and Resources 1. Setting, supporting and monitoring the council’s strategy, policies and procedures for:- e) Joint Strategic Needs Analysis g) risk and business continuity</p> <p>5. The Council’s corporate planning and policy development services, including co-ordination of the Best City Ambition.</p> <p>Chief Officer Financial Services 1. Setting, supporting and monitoring the Council’s financial strategy.</p>	<p>LEADER’S PORTFOLIO Cllr J Lewis</p>
<p>Director of Communities, Housing & Environment 2. Equalities (Communities and Service Provisions)</p>	<p>COMMUNITIES Cllr M Harland</p>
<p>Director of City Development 8. International and domestic inward economic investment 11. Culture</p>	<p>ECONOMY, CULTURE & EDUCATION Cllr J Pryor</p>

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Sources of work for the Scrutiny Board

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides information and guidance about potential sources of work and areas of priority within the Scrutiny Board's terms of reference.

In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider and discuss potential areas of work for the Board for the forthcoming municipal year.

Recommendations

- a) Members are requested to reflect on the information and guidance provided within this report when considering potential areas for scrutiny for the forthcoming municipal year.

What is this report about?

- 1 Scrutiny Boards are responsible for ensuring that their work programme prioritises issues where the Board can add strategic value, challenge service performance and/or respond to issues of significant public interest.
- 2 Scrutiny can also provide a valuable mechanism to consult members about new policy initiatives and as such pre-decision scrutiny continues to be encouraged.
- 3 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.

Key sources of information

Best City Ambition

- 4 The Best City Ambition was adopted in February 2022 and sets out the long-term vision for the city with a strong emphasis on the importance of partnership working.
- 5 The Best City Ambition focuses on tackling poverty and inequality, through activity that prioritises the three 'pillars' of health and wellbeing, inclusive growth and zero carbon. It also identifies five 'breakthrough priorities,' which will be the focus of cross-cutting, collaborative project teams.
- 6 The Council's approach to performance management is being reviewed following the adoption of the Best City Ambition and will therefore be a matter for consideration by the five Scrutiny Boards over the course of 2023/24 and beyond.
- 7 The Best City Ambition is attached as Appendix 1 for information.

Performance Data

- 8 Performance monitoring remains a key element of the Scrutiny Boards' work and is also a valuable source of information to help identify issues that may warrant further scrutiny. The most recent performance data is included as a separate agenda item at today's meeting. This provides the Board with a summary of performance against the strategic priorities that are relevant to the Board's remit – although as noted above this is subject to ongoing review following the adoption of the Best City Ambition.

Financial Information

- 9 All Scrutiny Boards are consulted annually on the Council's initial budget proposals in accordance with the Council's Budget and Policy Framework. This is undertaken in conjunction with a review of the in-year financial health of the authority. In addition, Strategy and Resources Scrutiny Board considers financial information as regular work items on its work programme linked to the remit of the Board which covers a number of financial and budgetary executive functions.
- 10 Maintaining an overview of the Council's financial health is also a key element of the Scrutiny Board's work and the Board may wish to receive further financial health updates during the municipal year in addition to those listed in the initial work programme covered later in this meeting's agenda.

Other sources of Scrutiny work

- 11 Other common sources of work include referrals to scrutiny, Call In requests and other corporate requests. The Scrutiny Board is required to be formally consulted during the development of key policies which form part of the council's Budget and Policy Framework.

Methods of working

- 12 Each Scrutiny Board has planned to hold eight formal or 'consultative'¹ meetings throughout this municipal year.
- 13 Whilst the decision to hold any additional meetings is left to the discretion of each Board, historically Scrutiny Boards have also adopted other methods of evidence gathering outside of the public meeting setting, such as site visits and working group meetings.
- 14 Working groups comprise of Members of a particular Scrutiny Board who are appointed to carry out specific tasks on behalf of the Board. Suitable tasks for a working group may involve Members meeting on their own (for example for the purposes of developing reports and recommendations in connection with an ongoing inquiry or terms of reference for a future Inquiry). Alternatively, they may entail activities which cannot realistically be undertaken within the confines of a formally convened Scrutiny Board meeting.
- 15 In all cases, the primary purpose of a working group is to obtain and/or develop information and to report back to a formally convened meeting of the Scrutiny Board. A working group cannot discharge the primary purpose of a Scrutiny Board i.e. it cannot undertake inquiries independently from its parent Scrutiny Board, issue reports/recommendations (other than to its parent Scrutiny Board) or in any way present itself to a third party as representing the views of the parent Scrutiny Board.
- 16 As set out within the Vision for Scrutiny, the Board must also remain mindful of the resource implications associated with the use of site visits and working group meetings when determining its work programme.

What impact will this proposal have?

- 17 The information and guidance presented within this report focuses on potential sources of work and areas of priority within the Scrutiny Board's terms of reference. This aims to assist Members when considering potential areas of scrutiny work for the forthcoming municipal year.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing Inclusive Growth Zero Carbon

- 18 The terms of reference of the Scrutiny Boards promote a strategic and outward looking Scrutiny function that focuses on the priorities of the Best City Ambition. The Boards are asked to consider proposed items of business within this context.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

¹ Consultative meetings are held remotely and webcasted live to enable public access. However, they are not a public meeting held in accordance with the Local Government Act 1972.

19 To enable Scrutiny to focus on strategic priorities, it is recognised that each Board needs to establish an early dialogue with those Directors and Executive Board Members whose remits are aligned to that of the Scrutiny Board. The Vision for Scrutiny 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.

What are the resource implications?

20 The Vision for Scrutiny², agreed by full Council, recognises that like all other Council services, 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:

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

What are the key risks and how are they being managed?

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

What are the legal implications?

22 This report has no specific legal implications.

Appendices

- Appendix 1: Best City Ambition

Background papers

- None

² This forms part of Article 6 within the Council Constitution. Page 42

Leeds Best City Ambition



Tackling Poverty and Inequality

Health and Wellbeing ● Inclusive Growth ● Zero Carbon



The Best City Ambition is our overall vision for the future of Leeds

At its heart is our mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home.

Our Three Pillars are at the centre of the Best City Ambition. They capture the things that will make the biggest difference to improving people's lives in Leeds – and many of the big challenges we face and the best opportunities we have relate to all three.

The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand and support the valuable contribution everyone can offer – no matter how big or small – to making Leeds the Best City in the UK.



TEAM LEEDS

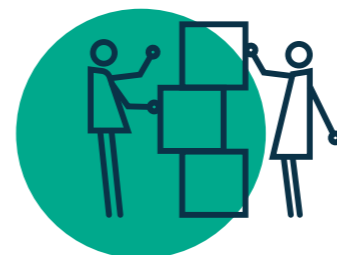
Everyone in Leeds coming together to play their part is how we will achieve our ambitions

We want to build Team Leeds – made up of the people who live or work here, and those who champion the city nationally and internationally.

Team Leeds is about supporting one another to make Leeds the best it can be. It is about sharing ideas and learning, working

in genuine partnership, being ambitious about our collective social and environmental impact, and organisations sharing their resources and assets as we work towards common goals.

We will continue to adopt the following ways of working to drive a Team Leeds approach:



Building mutual respect and understanding through co-production and co-design



Shifting power to citizens through vibrant and sustainable community social infrastructure, and tackling systemic inequalities



Being evidence-led, ambitious and optimistic for the future of Leeds – fostering innovation, creativity and a learning culture in a digital world



Recognising the impact of society and our economy on the health of people in Leeds at different stages of their lives



Everyone playing their part – businesses and public institutions recognising their responsibilities and investing in social entrepreneurship



Investing in prevention and using asset-based approaches to build community capacity, focusing on what people can do not what they can't.

We will achieve our mission by

focusing on improving outcomes across the Three Pillars of the Best City Ambition.

Health and Wellbeing

In 2030 Leeds will be a healthy and caring city for everyone: where those who are most likely to experience poverty improve their mental and physical health the fastest, people are living healthy lives for longer, and are supported to thrive from early years to later life.



Zero Carbon

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

Inclusive Growth

In 2030 Leeds will have an economy that works for everyone, where we work to tackle poverty and ensure that the benefits of economic growth are distributed fairly across the city, creating opportunities for all.



Health and Wellbeing



In 2030 Leeds will be a **healthy and caring city for everyone**: where those who are most likely to experience poverty improve their mental and physical health the fastest, people are living healthy lives for longer, and are supported to thrive from early years to later life.

To realise this ambition, Team Leeds will focus on:



Investing to ensure better and more equal access to essential services in health and learning, developed with and accessible for every community across Leeds.



Ensuring children in all areas of the city have the best start in life and enjoy a healthy, happy and friendly childhood.



Delivering a safe and welcoming city for people of all ages and from all communities in which residents feel more secure and have good friends.



Enabling every community in the city to have safe connected spaces, streets and paths to access a local park or green space, providing somewhere to be active and to play, helping to improve mental and physical health across all ages.



Working with housing providers, landlords, tenants and communities to improve poor quality housing, so everyone can have a home which supports good health, wellbeing and educational outcomes.



Inclusive Growth

In 2030 Leeds will have an economy that works for everyone, where we work to tackle poverty and ensure that the benefits of economic growth are distributed fairly across the city, creating opportunities for all.

To realise this ambition, Team Leeds will focus on:



Ensuring young people and those changing career in later life have the skills and job opportunities which enable them to realise their potential and thrive.



Our businesses and social enterprises being innovative, creative, ambitious and connected to the local community they are in, with access to the skills they need to boost productivity and succeed.



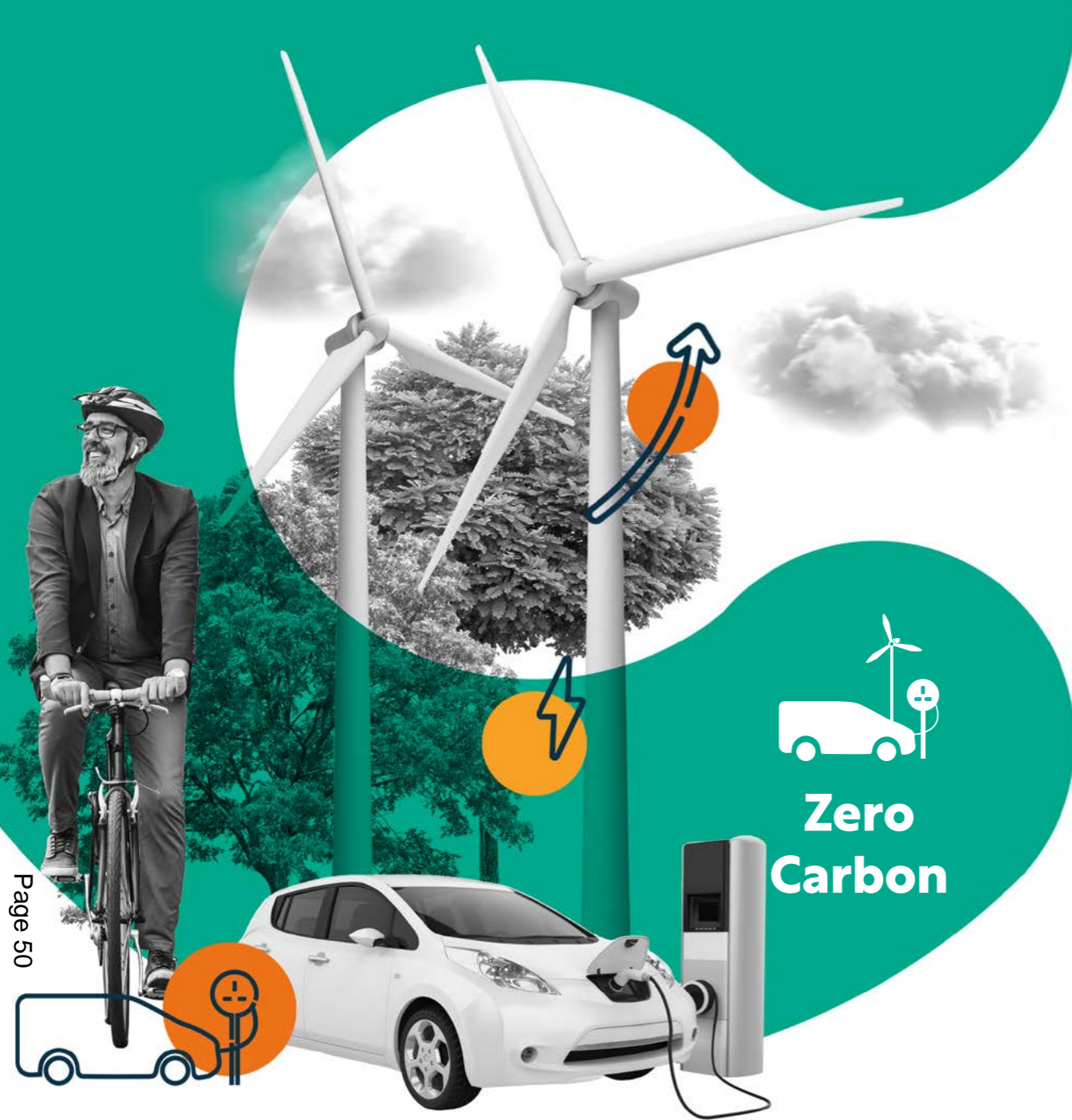
Understanding that place matters, and positive identity, culture, heritage and pride in our communities are vital assets in a sustainable future for the city and its local centres.



Growing cross-city research capacity and making Leeds a test bed for innovation and new technologies, including in healthcare and the delivery of a just transition to net zero.



Leeds being an outward looking global city with our people and businesses operating on the world stage, mindful of our impact on the planet and addressing the biggest societal challenges of our time, and where we welcome inward investors that share our values.



Zero Carbon

In 2030 Leeds will have made rapid progress towards carbon neutrality, reducing our impact on the planet and doing so in a fair way which improves standards of living in all the city's communities.

To realise this ambition, Team Leeds will focus on:



Delivering a low-carbon and affordable transport network which encourages people to be physically active and reduces reliance on the private car, helping people get around the city easily and safely.



Promoting a fair and sustainable food system in which more produce is grown locally, and everyone can enjoy a healthy diet.



Addressing the challenges of housing quality and affordability, tackling fuel poverty and creating vibrant places where residents have close access to services and amenities.



Joining with local communities, landowners and partners to protect nature and enhance habitats for wildlife.



Investing in our public spaces, green and blue infrastructure to enable faster transition to a green economy while improving quality of life for residents.

Team Leads Breakthrough Priorities

In Leeds, bringing new groups of people together to combine their skills and experiences in a different way has helped us to tackle some of the biggest challenges we face. People are drawn from across different services, organisations and communities and together agree a clear end goal they are aiming for. We have called this our 'breakthrough' approach – the way in which by working together we

make a change or improvement which we have not been able to achieve before.

In 2022 we will establish five new breakthrough priorities, responding to the challenges and goals set out in the Best City Ambition. Each will be driven by a diverse group of people drawn from all parts of Leeds.

The first set of priorities will focus on:



Better Homes for Health and Wellbeing
Exploring ways in which the city's housing providers can act to reduce pressure on the health system and reduce delays in hospital discharges.



Promoting Mental Health in the Community
Providing training to help people who run local community spaces feel confident asking about their customers mental health and being able to refer them for support if needed.



Inclusive Green Jobs
Collaborating as Anchor Institutions to take a whole-city approach to better harness our collective capital investments, not least those aimed at pursuing our shared Net Zero carbon targets.



Learning Outcomes for Social Mobility
With a focus on early years, working to ensure every child in Leeds has a good start in life.



Responding to the cost of living crisis
Working together across sectors to harness the capacity and capability in the city, its communities and those with lived experience to develop a city solution to welfare provision and addressing the cost of living crisis – with a specific focus on food, fuel, housing and digital inclusion.



THE BIG CHALLENGES FACING LEEDS

Like every large city in the UK, Leeds is always responding to a range of complex challenges and the Best City Ambition sets out how we will do that.

Here we summarise what some of those big challenges are, informed by conversations with citizens and partners as well as from recent research and analysis through the Leeds Joint Strategic Assessment.

The challenges are a key starting point for the development of the Best City Ambition. We have developed a Life-Course approach to the challenges, meaning we consider the biggest issues at each stage of a person's life from early years to older age, whilst also ensuring we cover the Three Pillars of the ambition.



Starting Well

Close educational attainment gaps between most and least advantaged young people, against the legacy of Covid-19 disruption and the population profile of children and young people becoming more diverse and focused in communities most likely to experience poverty.

Ensure coherent post-16 education and skills provision for the 'bulge' cohorts now beginning to go through secondary school.

Living Well Health and Wellbeing

Break the link between poverty and inequality, and poor health and wellbeing outcomes, exacerbated by the pandemic - from prevention and enabling of more healthy and active living, to tackling wider determinants such as employment, education, housing and the environment, and improving access to health and care.

Respond to the mental health crisis which deepened during the pandemic, particularly affecting young adults and women; shielding older adults; adults with pre-existing mental health conditions, and Black, Asian and ethnic minority adults.

Living Well Thriving Communities

Ensure the sustainability and self-reliance of communities through asset and strength-based approaches and meaningful community engagement, that builds community capacity and resilience, promotes good friendships and inspires citizens to find their own solutions and change the things they believe need changing in their community.

Address challenges of housing quality and affordability against the trends of rising housing costs and the concentration of older poor quality housing in low income communities, combined with the significant expansion of the private rented sector in inner city areas.

Living Well Climate Change

Make significant progress towards our ambitious net zero carbon target focusing on: improving energy efficiency, promoting healthy and sustainable diets, and prioritising active travel with walking and cycling as an easy and first choice.

Ensure a public transport system that is safe, active, accessible, clean and energy-efficient to help people get around the city.

Working Well Inclusive Growth

Equip people and businesses with skills and life-long learning which enable them to realise their potential and renew their skills-needs as the world of work continues to change and our workforce ages.

Ensure economic growth and opportunity is widely distributed across all communities and areas of the city, against a backdrop of accelerated changes in working practices and potential changes to the economic geography of the city post-pandemic.

Ageing Well

Design accessible neighbourhoods with quality services nearby to enable our aging population to thrive while it is becoming more diverse, with a changing socio-economic profile, house-ownership less dominant, people working longer over a more varied career pattern, and with carers themselves become older.

Close the stark gaps in healthy life expectancy and premature mortality between different areas of the city against the backdrop of a more diverse ageing population, recognising the role a healthy and active lifestyle can play in keeping people well for longer.

Achieving our Ambition: Strategies, Partners and Evidence

The Best City Ambition aims to help partner organisations and local communities in every part of Leeds to understand the contribution they can make to achieving our shared goals – working together as Team Leeds.

To support everyone's efforts, keep and ensure that together we can deliver real progress for people in Leeds, we now need to:

- Refresh key strategies and plans on an ongoing basis so they fully reflect and progress the Best City Ambition.
- Draw on the evaluation of ABCD and working in communities reviews to work with citizens, the Third Sector, Community Committees, Local Care Partnerships, and other key stakeholders to ensure the Ambition is meaningful at a local level and rooted in Leeds communities, guiding prioritisation and investment.
- Continue to develop a broader, more consistent evidence-base to both inform interventions and monitor their impact.

Leeds already benefits from strong networks and partnerships, some which have a city-wide remit while others are more focused on specific geographical communities

or groups of people. These partnerships will have a key part to play, so together we will ensure their role in supporting the Best City Ambition is clear, and that different partnership groups are connecting as needed.

The breadth and diversity of our city partnerships is a big strength – one that enables more people from a wider range of backgrounds to contribute. Continuing to find ways to work with citizens from different backgrounds in new and innovative ways is crucial to our ambition, especially ensuring the voices of people with lived experience of our big challenges are heard.

We will review existing city strategies in response to the Best City Ambition guided by the Three Pillars and aim, over time, to reduce the overall number of strategies so we can better join up our actions and focus effort on what will make the biggest difference to people's lives.

An important part of this will involve updating how we measure the outcomes of the work Team Leeds does, as we strengthen our understanding of Leeds and the way our communities are changing. Our new tool, the Leeds Social Progress Index, will provide new capability to track the impact of

our interventions and highlight the social and environmental wellbeing of our citizens and communities.

The data and analysis underpinning these assessments of progress

will be made public on the Leeds Observatory (<https://observatory.leeds.gov.uk/>) whenever possible so is available to anyone who can benefit from its use.



Propositions to Government

This Best City Ambition sets out our overall vision for the future of Leeds and how we will need to come together as Team Leeds to achieve our ambitions.

Clearly, we will need to work with partners beyond the city, including our neighbouring local authorities, private sector investors and the West Yorkshire Combined Authority. It will also be vital to engage with Government in working towards these goals. The Best City Ambition and the supporting Three Pillars of health and wellbeing, inclusive growth and zero carbon provide a framework with which existing and future discussions with Government can be framed, developed and refined, clearly articulating our vision and enabling us to make a strong case for the city and its potential.

Within the overarching vision which the Ambition sets out there will be opportunities to pursue more specific aims, both responding reactively to opportunities to bring new resources or investment into Leeds and seeking to influence national policy to support our shared goals. To strengthen Leeds' position further in doing this, the Ambition will provide a framework to now work with partners across all sectors to develop a series of Leeds-based propositions to Government. These should capture the biggest opportunities here and now, being clear about how what we propose supports national social and economic progress, as well as advancing our own ambitions for Leeds.



Performance Report

Date: 19th June 2023

Report of: Director of Strategy and Resources

Report to: Strategy and Resources Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

This report provides a summary of performance against the Organisational Plan for the areas relevant to the Strategy & Resources Scrutiny Board. Appendix 1 includes the latest available performance information.

The last performance report, which came to this Board in January, included a draft dashboard displaying the relevant data and historical trends for all the performance indicators reported under the Best City Ambition (BCA). As agreed with the Board, due to the annual nature of most indicators, reporting on the Best City Ambition will be done once a year and so is not included in this report. The intelligence and policy team, working with colleagues across the council, will continue to strengthen the council's approach to reporting against the Best City Ambition, with the latest updates being reflected in reports to Scrutiny Boards and Executive Board alongside the Best City Ambition refresh later this year.

Recommendations

Members are recommended to:

- a) note the performance information contained Appendix 1, and the issues which have been highlighted, and consider whether they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

What is this report about?

- 1 This report provides members with the opportunity to consider the performance information contained in Appendix 1, and the issues which have been highlighted, and consider whether they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

What impact will this proposal have?

- 2 This is an information report, and does not require a decision, so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity, and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues and may request further information to inform their work.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 3 This report supports the Council's three pillars by providing performance information for Strategy & Resources that relates to the economic growth of a healthy city with high quality services. It demonstrates what action is being taken to affect performance (where relevant) and to allow the board to challenge the same and consider whether any further focus should be given to any particular area in supporting these pillars. The council declared a climate emergency in March 2019 with the stated ambition of working to achieve net zero carbon emissions for the city by 2030. All services across the council will be involved with efforts to achieve this ambition, but none of the performance information contained in this report is directly linked to actions taking place to address the climate emergency and, therefore, will not feed into an assessment of how on track the council is in achieving the target.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 4 This is an information report and as such does not need to be consulted on with the public. However, performance information is published on the council's website and is available to the public.

What are the resource implications?

- 5 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

What are the key risks and how are they being managed?

- 6 There is a comprehensive risk management process in the council to monitor and manage key risks that could impact on delivery of the aims set out in the Best City Ambition. The provision of accurate and timely performance information assists the risk management process in functioning effectively, with some of the KPIs acting as 'early warning indicators' that a risk may be increasing in significance or about to occur.
- 7 Without a comprehensive set of performance indicators, regularly reported to the right stakeholders within the council, there is a risk that poor performance may not be identified, and corrective action not taken to address them. This could result in problems with service delivery and an adverse impact against the Best City Ambition.
- 8 The council's Corporate Risk Register includes five risks directly linked to one or more of the KPIs summarised in this report:
- In-year budget
 - Medium-term financial strategy
 - Health & Safety failure
 - Information Management and Governance
 - Workforce planning

What are the legal implications?

9 Performance information is publicly available and are published on the council website. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

Options, timescales and measuring success

What other options were considered?

10 N/A

How will success be measured?

11 N/A

What is the timetable and who will be responsible for implementation?

12 N/A

Appendices

- Appendix 1 – Performance Summary

Background papers

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Organisational Plan

The 17 Organisational Plan KPIs, which relate to the portfolio of the Strategy & Resources Scrutiny Board, are drawn from five service areas:

- Human Resources
- Financial Services
- Customer Access
- Information Management & Governance
- Procurement & Commercial Services

Human Resources:

There are seven KPIs within this portfolio area:

1 Representative workforce

Demographic comparison of the council workforce against the Leeds working age population from Census 2021	March 2021 (Census Data)		March 2023
	Population	Economically Active**	LCC Workforce
Female	50.1%	48.5%	60.9%
Aged 41 and over	45.2%	Not available	65.0%
Ethnically diverse	26.6%	18.4%	15.2%
Disabled	16.7%	10.1%	6.1%
Carer	8.0%	8.3%	8.8%
LGB & other sexuality	4.6%	4.8%	3.7%
Transgender+ *	0.2%	0.7%	0.4%

*Includes all those who do not identify as the gender they were assigned at birth

**To be employed by LCC someone must be economically active, therefore, this provides a good point of comparison

Council wide workforce representation levels remain very similar to previous reports and indicate that we are not yet representative of the city. For 2023/24, we have agreed workforce EDI priorities and delivery plans, outlining five priority areas:

- Recruitment and Selection
- Progression
- Training

Key

	Target has been met
	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

- Speaking Up and Zero Tolerance
- Data and Monitoring

In the last quarter we:

- Completed an end-to-end review of our recruitment and selection approaches
- Developed and issued guidance on inclusive recruitment and diverse selection panels
- Delivered mandatory EDI training to all managers
- Developed a new dataset that helps all teams to check how representative they are
- Begun developing plans on positive action in LCC

2 Happy and Engaged Workforce

Indicator	Target	August 2021 survey	February 2022 survey	Change
Average score out of ten – “how likely would you be to recommend working for Leeds City Council?” *	Increase	61% of staff were feeling fairly or very happy	60% of staff were feeling fairly or very happy	=

* When the score out of ten is not available, an alternative measure may be provided

Our last full engagement survey took place in 2019, and the score for the question posed in this indicator was 7.5 / 10. During the pandemic we did not conduct annual surveys and instead delivered five wellbeing surveys between 2020 and March 2022. These wellbeing surveys helped us to gauge how staff were feeling and were the source of the ‘proxy’ measure shown in the table above.

In 2023, we have recommenced our engagement survey, and the results will be available in June 2023.

3 Healthy Workforce

Average number of days sick per FTE	Target	12 months to end December 2022	12 months to end March 2023	Change
Leeds City Council staff	Decrease	13.83 days	12.84 days	-0.99 days
Schools staff	Decrease	11.04 days	9.49 days	-1.55 days
Combined	Decrease	12.06 days	11.42 days	-0.64 days

Average levels of staff sickness have increased considerably since the start of the pandemic, peaking at 13.65 days per FTE in July 2022. This has subsequently been reduced to 11.42 days at the end of March 2023, through various initiatives including reviewing long term absence casework and promoting wellbeing programmes. We have provided enhanced levels

Key

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

of HR advice and support to those services with the highest levels of absence. Sickness rates continue to be monitored closely and are reported monthly to CLT.

To ensure accountability, a new target has been proposed, of an average of 10 days sickness per FTE, which aims to build on recent achievements and return average sickness to pre-pandemic levels. Our aim is to achieve this reduction, which would equate to a 12% improvement compared to the latest result, over a 24-month period. Further work will also be undertaken to revise reporting to allow us to measure the percentage of time worked without sickness.

In the year to the end of March 2023, sickness attributed to key conditions is shown below:

Condition	Total days	Days per FTE	Proportion of total
Mental Health	56,225.97	4.62	36.0%
Musculo-Skeletal / Back & Neck	24,890.64	2.05	15.9%
Coronavirus	13,815.36	1.14	8.85%
Heart & Blood Pressure	5,422.38	0.45	3.47%

4 Good Management

Indicator	Target	August 2021 survey	February 2022 survey	Change
Percentage of council staff who feel their manager looks out for their general health and wellbeing *	Increase	77% of respondents were happy with the level of support they received	76% of respondents were happy with the level of support they received	-1% point

* When the specific measure is not available, an alternative may be provided

Our last full engagement survey took place in 2019. During the pandemic we did not conduct annual surveys and instead delivered five wellbeing surveys between 2020 and March 2022. These wellbeing surveys helped us to gauge how staff were feeling and were the source of the 'proxy' measure shown in the table above.

In 2023, we have recommenced our engagement survey, and the results will be available in June 2023.

5 Gender pay gap

Gender pay gap across council staff	Target	31 March 2021	31 March 2022	Change
Mean hourly rate *	5%	4.9%	4.5%	-0.4%
Median hourly rate *	N/A	9.5%	9.4%	-0.1%

* Only the mean hourly rate is used for monitoring purposes and reported as the KPI result

Key

	Target has been met
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

The latest annual position was reported to Full Council in February 2023. In recent years, the gender pay gap has been reduced through the ‘bottom loading’ of national pay awards and our own commitment to paying the real living wage, both of which benefit women who fill the bulk of lower graded roles. Modelling on the likely pay deal for 2023/24 will be undertaken by the autumn and a gender pay gap reduction target set accordingly. Other longer-term actions to diversify the workforce will also be undertaken to support the recruitment, development, and internal promotion of female staff.

The following table shows the percentages of women in each of the four quartiles of salary ranges within the organisation on 31st March 2022:

Quartile	31 March 2021	31 March 2022	Change
Top Quartile	58.1%	60.8%	+2.7%
Upper Middle Quartile	54.6%	52.3%	-2.3%
Lower Middle Quartile	55.0%	57.1%	+2.1%
Lower Quartile	73.8%	72.1%	-1.7%

The table below provides a benchmarking comparison of the gender pay gap in Leeds City Council to a number of other English Core cities and neighbouring authorities:

	Authority	Mean gender pay gap	Median gender pay gap
Core Cities	Birmingham	3.1%	4.4%
	Bristol	4.4%	11.1%
	Liverpool	5.2%	4.4%
	Manchester	4.6%	3.1%
	Newcastle	0.5%	2.5%
	Nottingham	0.6%	+1.5% *
Neighbours	Leeds	4.5%	9.4%
	Bradford	5.3%	9.4%
	Calderdale	1.7%	+2.0% *
	Kirklees	9.9%	19.7%
	York	0.6%	+0.4% *

* + indicates that the gender pay gap favours women over men

Key

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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

6 Opportunities to Develop

Indicator	Target	2021/22	2022/23	Change
Percentage of staff appraisals and mid-year reviews completed	100%	Mid-year: 93.55% Year-end: 89.72%	Mid-year: 92% Year-end: TBC	N/A
Percentage of staff who agree there are opportunities to progress their career	TBC	New indicator	TBC	N/A

Members are advised that the full staff engagement survey, launched in March 2023, has now ended and the results will be provided in the next performance report to this Scrutiny Board. For the first time, this will provide us with information regarding the proportion of staff who feel there are opportunities to progress their careers.

At the time of writing, year-end appraisals for 2022/23 had not commenced and, once again, an update will be provided in the next report.

7 Workplace Safety

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
LCC: Specified (major) injuries	Decrease	2	1	-1
LCC: Over 7 days injuries	Decrease	0	2	+2
LCC: Reportable diseases	Decrease	0	0	=
Schools: Specified (major) injuries	Decrease	2	2	=
Schools: Over 7 days injuries	Decrease	5	6	+1
Schools: Reportable diseases	Decrease	0	0	=

This indicator records the number of both 'Specified' injuries (major injuries) and other injuries that lead to absences of 7 days or more, as well as cases of Reportable Diseases, all of which must be reported to the Health & Safety Executive in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013.

Cases of Covid-19 are required to be reported where we believe the member of staff contracted the disease through their work.

Members are asked to note that often there can be delays in reporting injuries and, therefore, the latest results may be revised upwards later in the year.

The number of cases of reportable injuries and illnesses remains low, and this quarter shows a broadly static position when compared to the same period last year. All RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences) incidents are thoroughly investigated, and any lessons learned are shared and remedial actions taken, such as a review of the risk assessment, further training where necessary, or a review and changes to safe working procedures.

Key

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	Target has not been met
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Financial Services:

There are four KPIs within this portfolio area:

8 Budget Management

Indicator	Target	Month 9 2022/23	Month 11 2022/23	Change
Percentage of budget overspend	Balanced budget	2.57%	3.12%	Worsening

The latest reported position, the Month 11 Provisional Outturn Financial Health Report, shows the forecasted overspend has increased from £13.4m at Month 9 to £16.3m.

9 Budget Action Plans

Indicator	Target	Month 9 2022/23	Month 11 2022/23	Change
Percentage of directorate budget action plans delivered	100% delivery of budget action plans*	69.92%	66.08%	Worsening

*Or alternative mitigating savings

The Month 11 Provisional Outturn Financial Health Report shows that the percentage of budgeted savings delivered has fallen. However, mitigating actions have been identified to offset the shortfall where possible.

10 Collection rates

Indicator	Target	2021/22	2022/23	Change
Council tax collected	96.11% by year-end	94.32%	94.98%	+ 0.66% points

Throughout much of 2022/23, the collection rate was lower than in 2021/22, due in part to the Revenues Team being diverted to action the £150 Council Tax 'rebate', as well as the limited availability of court time for recovery action. The 'rebate' process has now been completed and measures have also been taken to improve access to court. Combined with increased automation of processes, this has enabled the collection rate to improve, although it is still slightly short of the target.

Indicator	Target	2021/22	2022/23	Change
Business rates collected	98% by year-end	94.71%	95.94%	+1.23% points

The current shortfall is due to a backlog of recovery action which built up during the pandemic. This is being addressed and recovery action has now returned to pre-pandemic levels.

Key

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	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Customer Access:

There are two KPIs within this portfolio area:

11 Customer Complaints

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Complaints responded to within target timescale	Increase	1,569 received*	71.0% of 1,518 received	N/A

*This KPI is new and the % figure was not previously reported

The percentage of complaints responded to within target timescale is a new indicator and we do not have data for Quarter 4 2021/22, which is the intended comparator (i.e., ‘same period last year’). The latest figure of 71% is a small improvement compared to Quarter 3 2022/23 when the result was 68%. Nevertheless, it remains below expectations. We are working to strengthen reporting to directorates to improve performance during 2023/24. Initial reporting for April 2023, suggests that improvements are already being seen. Further details pertaining to performance in different directorates can be seen below:

Adults & Health

96% of complaints were responded to within timescale, almost unchanged from the previous quarter.

Children & Families

52% of complaints were responded to within timescale, an improvement from 32% in Quarter 3. Performance continues to be impacted by high volumes of complaints relating to SEN services, however, increased resources in this area are leading to improvements.

Communities Housing & Environment

Two-thirds of all Council complaints relate to services within CH&E and 71% of these were responded to within timescale. Housing complaints accounted for 78% of complaints received by CHE, with Waste Management next at 12%. Response within timescale in these service areas was 70% and 77% respectively. A change in the timescale for Housing complaints, to comply with the Housing Ombudsman complaint handling code and formalised in our policy in May 2023, will lead to increased expectations on those responding to complaints and a greater focus on responding within timescale. This will be reflected in future reports. We are currently reviewing how complaints handling can be strengthened within Waste Management, although the overall number of complaints received for this service area remains low with only one complaint received per 25,000 households.

City Development and Resources

Smaller volumes of complaints were received with 65% and 72% of complaints, respectively, responded to within timescale. Further work to improve response rates is being undertaken in these lower volume areas.

Key

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	Target has not been met
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Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

12 Customer Satisfaction

Indicator	Target	Oct-Dec 2022	Jan-Mar 2023	Change
Overall satisfaction with the service customers received through the contact centre	N/A	83% of 5,712 responses	85% of 7,002 responses	+2% points

There have been gradual incremental improvements in the satisfaction score throughout the year.

Information Management & Governance:

There are two KPIs within this portfolio area:

13 Access to Information

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Percentage of subject access requests received responded to within statutory timescales	88%	68.66% 191 requests	73.33% 259 requests	+4.67% points
Percentage of FOI and EIR requests received responded to within statutory timescales	90%	75.92% 570 requests	88.04% 579 requests	+12.12% points

The UK General Data Protection Regulation (UK-GDPR) stipulates that Subject Access Requests (SARs) must be responded to within one calendar month from receipt of the request (or two additional months if the request is complex or voluminous), and the Freedom of Information Act 2000 (FOI) and Environmental Information Regulations 2004 (EIR) set the statutory timeframe for responding to requests at 20 working days from receipt of the request

The Information Management & Governance (IM&G) requests team deals with all statutory requests to the council in respect of SARs and FOIs / EIRs, therefore performance for these two indicators is closely linked.

The percentage of SARs responded to within statutory timescales during Quarter 4 2022/23 increased by 4.67 percentage points compared to the same period in 2021/22, despite a 35% increase in the number of requests received. However, compared to Quarter 3 2022/23, the increase in requests was just 15% and performance was approximately 6 percentage points lower. Although performance has improved compared to last year, it remains approximately 15 percentage points below target.

The percentage of FOI and EIR requests responded to within statutory timescales has continued to improve and is now fractionally below the target of 90%. The number of requests received in Quarter 4 was not materially changed compared to last year, however the number of requests responded to within statutory timeframes improved by over 12% points. When compared to Quarter 3 this year, performance has also improved by 8% points which is positive in the context of the council receiving 31% more requests than in Quarter 3.

Key

	Target has been met
	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change

Appendix 1 – Performance summary for the Strategy & Resources Scrutiny Board (Latest available data)

Phase 2 of the IM&G requests review has begun and will progress alongside phase 3 as the IM&G service have recently had several scoping meetings with the IDS technical developers in advance of any work to develop our new information request Power App.

Procurement & Commercial Services:

There are two KPIs within this portfolio area:

14 Supporting Local Businesses

Indicator	Target	Jan-Mar 2022	Jan-Mar 2023	Change
Percentage of orders placed with suppliers based in Leeds	Increase from 51.97%	49% of expenditure (or £134.38m)	47% of expenditure (or £136.69m)	-2% points

This indicator measures expenditure with local suppliers as a percentage of the council's overall spending. The percentage of expenditure and the total value reflects the council's continued engagement with local suppliers.

15 Doing Business Fairly

Indicator	Target	Apr 2021-Mar 2022	Apr 2022-Mar 2023	Change
Invoices paid within 30 days of receipt or according to supplier payment terms	92%	93.14%	95.02%	+1.88% points

The introduction of new technology and new ways of working in April 2022 led to improved performance during the first year of operation. The process continues to be refined alongside the CBT programme.

Key

	Target has been met
	Target has not been met
	No comparison to target

	Change in the right direction
	Change in the wrong direction
	No change or no material change

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Being Our Best – Our Organisation Plan for 2023 onwards

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy and Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

- This report provides scrutiny with an opportunity to comment and influence the implementation of the 'Being Our Best – our organisation plan for 2023 onwards' which, linked to the Best City Ambition, sets out the vision for Leeds City Council to be the best Council in the best City.
- This is a transitional year for the plan, following the transitional year we've had for the Best City Ambition which will be reviewed later this year. This report therefore offers an initial opportunity to feed into the development of these two key strategic documents, with the likelihood of further opportunities as the year progresses.
- The plan is aimed at the 2000+ managers that work at Leeds City Council to support and assist them in bringing the best out of their teams to deliver the best services for residents of Leeds. A key priority in the plan is the refresh of the values and behaviours which provides the framework for how managers and staff should approach working for the Council.
- The plan ties in closely with the Best City Ambition, which established a Team Leeds approach to delivering key objectives in the city. The Being Our Best – our organisation plan for 2023 onwards sets out key principles, values and objectives that will enable the Council to be a key partner in delivering the Best City Ambition.
- This item links to previous consideration of the Best City Ambition, the LGA Corporate Peer Challenge, Equality, Diversity and Inclusion (EDI) and a number of other areas by Strategy and Resources Scrutiny Board in the last municipal year. In addition, the Being Our Best – our organisation plan for 2023 onwards sets out the transformation required for the Council to meet the ongoing financial challenge and delivery of the Medium-Term Financial Strategy.
- Appendix 1 to this report provides the Being Our Best Plan due to be considered by Executive Board on 21 June 2023.

Recommendations

Members are asked to:

- a) Note and comment on the contents of the report and consider any wider scrutiny actions or future work that might arise on this subject.

What is this report about?

- 1 Being Our Best – our organisation plan for 2023 onwards provides a clear plan to managers on the key cross council change priorities, values and behaviours and expectations of managers across the council. It also provides guidance on how to use the plan and share it with wider teams as well as resources to assist managers in delivering the ambitions set out in it.
- 2 The plan will be reviewed over the course of the next year and this report therefore offers the Board an opportunity to comment on and shape how it is developed.
- 3 Strategy and Resources Scrutiny Board has already considered a number of items linked to the Organisational Plan. On Equality, Diversity and Inclusion for example the plan has clear guidance on challenging all forms of discrimination and prejudice and speaking up when there is a need to challenge behaviour. This reflects the Board's long-standing work on this agenda in hearing from staff networks, the Freedom to Speak Up Guardian and senior managers in HR leading positive change in this area.
- 4 The Scrutiny Board also considered the LGA Corporate Peer Challenge report and action plan developed in response to the recommendations in February 2023 and provided feedback to the Council leadership on the discussion that took place. The Organisational Plan has clear reference to some of the challenges highlighted by the corporate peer challenge not least on recruitment and retention, staff workloads and the possibility of staff burnout.
- 5 The plan also covers other areas that have previously interested the Board such as the need to drive efficiency and better use of limited resources, improving how the council uses technology and its digital offer, improved performance for customers using the contact centre and staff performance management.
- 6 As a result, this item offers an opportunity for the new Board to touch on a range of key issues from previous work programmes that are being brought together in one plan. This offers a good starting point for future work that could lead from it in the new 2023/24 municipal year.

What impact will this proposal have?

- 7 This report offers an opportunity for the Board to contribute to the development of the Council's Organisational Plan, to add value and shape it as the plan is reviewed over the course of the municipal year.
- 8 Possible areas of future interest for the Board include plans to initiate a policy review that will strengthen and simplify the council's policy approach on staffing issues as well as other areas such as information governance, ongoing work on the EDI agenda to enhance the good start already made in challenging discrimination and enabling staff to bring their whole selves to work and planned work on service planning to create stronger links between strategic priorities and local service priorities.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 9 The terms of reference of the Scrutiny Boards will continue to promote a strategic and outward looking Scrutiny function that focuses on the Best City Ambition.

10 At the heart of the Organisation Plan is the direction of the Best City Ambition. By involving scrutiny in the development of the Organisation Plan it is hoped that value can be added to the review of the plan in 2023/24 that will contribute towards the delivery of the Best City Ambition.

What consultation and engagement has taken place?

11 This report provides an update to scrutiny on key themes from previous municipal years. The Board has heard evidence on a number of areas touched on by the Organisational Plan through previous work items.

What are the resource implications?

12 This report has no specific resource implications.

What are the key risks and how are they being managed?

13 This report has no risk management implications.

What are the legal implications?

14 This report has no specific legal implications.

Appendices

- Appendix 1: Being Our Best – Our Organisation plan for 2023 onwards which will be agreed as part of Executive Board's agenda on 21 June.

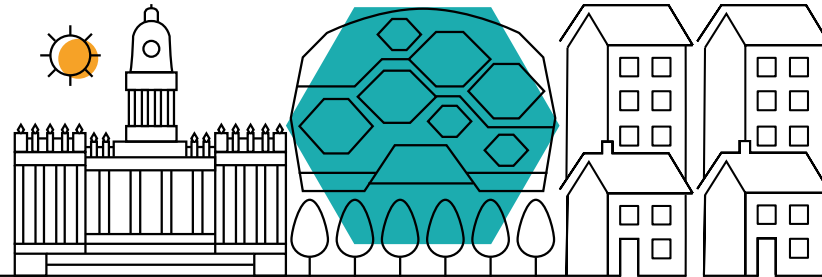
Background papers

- None

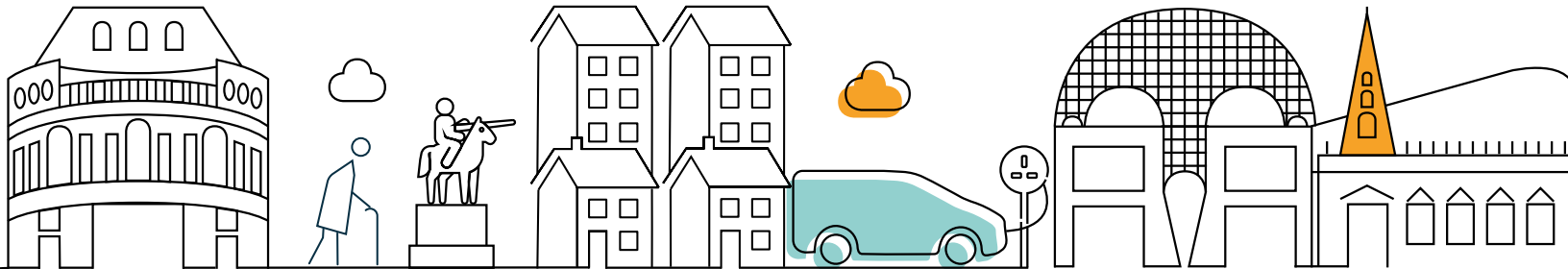
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BEING OUR BEST

Our plan for 2023 onwards...



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OUR VALUES AND BEHAVIOURS

HELP EVERYONE BE THEIR BEST

**BEING OPEN,
HONEST & TRUSTED**



be my best

bring out the best in everyone, and promote opportunity and development for all.

contribute to quality appraisal conversations and regular supervision.

keep colleagues informed and up to date, and support them through change.

give colleagues a voice, and listen and act on what they say.

look out for my own health, safety and wellbeing, and that of colleagues.

TREATING PEOPLE FAIRLY



feel valued for who I am

respect all, value difference and give everyone a fair chance.

appreciate others, celebrate success and say thank you.

be kind and compassionate to enable everyone to bring their whole self to work.

challenge all forms of discrimination and prejudice and speak up.

help colleagues to get through busier and more challenging times.

SPENDING MONEY WISELY



make every pound go further

manage money and resources well, so we stick within budget.

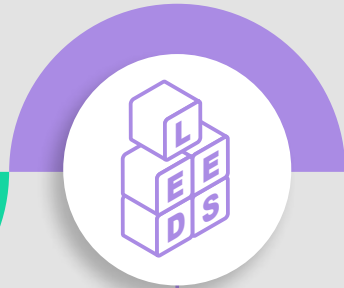
deliver more efficient ways of working.

take every opportunity for improving the way we work, including digital.

make the most of what we have, and work with others to get best value.

take care of all information and use data to improve performance.

WORKING AS A TEAM FOR LEEDS



be part of a can-do team

set high standards to get the best from myself, others and the team.

get the basics right and do things well and on time.

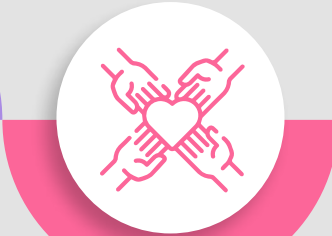
make work fun and productive.

take pride in, and ownership of the things I am responsible for.

share, learn, and innovate with others.

be adaptable, flexible, and open to change.

WORKING WITH ALL COMMUNITIES



make a difference

do things with people, not to them, building on their strengths.

provide great customer service to meet the diverse needs of all citizens and communities.

build strong working relationships with the public and councillors.

make the most of partnership working, and bring people together.

play my part to deliver better outcomes for people in the city.

I will...

What's expected from all appraising managers

The council plays a central role in most aspects of life in the city. We provide a wide range of vital public services, working with each other and partners across all sectors to strengthen our economy, support communities and represent the city nationally and across the world - attracting business and investment, and promoting all the amazing things Leeds offers.

The role of all our appraising managers is key to achieving our ambitions, so these four expectations will help us all be accountable.



Live the council values and behaviours yourself, with your teams and services to actively promote the best possible council culture.



Lead your teams to be their best, ensuring everyone can be at their best at work, manage staff wellbeing, performance and service improvement.



Engage in the Be Your Best Manager Programme, so your personal development is supported through training and engagement, and you connect with other managers.



Influence and deliver the changes affecting us all, including modernising systems and processes, removing bureaucracy, learning new digital skills, exploiting technology, or improving relationships.



How managers can use this plan

You can use this plan to help:

- **Managing performance** – think about personal and team objectives that help deliver our ambitions and priorities, as well as encouraging colleagues to speak up about what is going well and what could be better.
- **Champion our Team Leeds approach** – discuss the plan with your teams and help colleagues understand how their roles contribute to delivering our priorities. Think about new starters, apprentices and junior members of staff who may be less familiar with the organisation.
- **Working with others** – think about the work of both you and your team and where you can work more closely and effectively with others, whether that is other council teams, partners, councillors or communities.
- **Motivating people** – use the plan in team meetings, appraisals and one-to-ones to talk to staff about our values, behaviours and how we work, to help colleagues feel valued for the role they play.
- **Writing plans, strategies and reports** – if you're writing any of these, make sure that you're making the best use of our resources in line with the values and behaviours.

On Insite there is more useful information for you as a manager.

INSITE RESOURCES	ABOUT
Leadership and management development	A toolkit to help anyone managing people or projects, or if you're keen to take on a management role in the future. Includes Be Your Best Manager offer.
Be Your Best on Equality, Diversity, and Inclusion (EDI)	A toolkit to support you, as managers, throughout the EDI training and development package.
Manager communications library	Here you can find all previous version of the weekly manager email update.
Toolkits	A range of toolkits with advice and guidance to help you manage your teams, budgets and buildings.
Personal development	Our personal development offers open to all staff including information about appraisals, apprenticeships and UnionLearn.

INSITE RESOURCES	ABOUT
Policies and procedures	All our internal employment and financial policies and procedures are here in one place.
Events calendar	Calendars showing key business dates including BSC deadlines and the dates for key diversity days and events.
LCC news	The council's newsroom a great place to find out what is happening across the council and city.
Staff networks	Details of all our staff networks and how you can contact them or get involved.
Freedom to Speak Up	Details of our Freedom to Speak Up Guardian and how to contact them.
Trade Unions	Details of recognised Trade Unions



Manager resources

Our communications and engagement framework

We are a large and complex organisation, with our biggest asset being our diverse and committed workforce. Our approach to communication and engagement is especially important at individual service level, one to ones, team meetings, appraisals and particularly where frontline staff may not have access to our digital communications.

Our proactive approach to internal communications and engagement supports our values and behaviours by reaching all council staff, leadership and management, and complements our member, partner and public communications.

As a quick reminder of the organisational routes you can use for your service messages, good news, calls to action, explanation of challenges etc, we have:

- Weekly Best Council Leadership Team (BCLT) update and quarterly events.
- Periodic Extended BCLT update and monthly calls.
- Weekly all-manager update for appraising managers.

- Weekly all-manager message from the Chief Executive.
- Regular member and MP update (about every 2-3 weeks).
- Periodic partner update (about every 4-6 weeks).

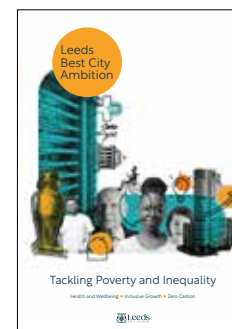
Here is more information about our [Internal communication and engagement framework](#)

Our plans and strategies

A range of council and city plans and strategies can be found on this webpage: [Plans and strategies](#). This includes: our People Plan, Medium Term Financial Strategy, Estate Management Strategy and Equality Improvement Priorities along with partnership strategies supporting our wider Best City Ambition including our Health and Wellbeing Strategy, Digital Strategy, Children and Young People Plan and Better Lives Strategy. Information about our city-wide approach to inclusive growth can be found on: [Inclusive Growth Leeds](#).

The council has robust arrangements in place to ensure good governance and support managers in their roles. We will be strengthening and simplifying this further through 2023 and 2024 with a policy review. Our governance helps us

make the best use of public resources in line with our values and ambitions, with openness and transparency at the core of what we do. Key details of these arrangements are contained in the [council's constitution](#), and performance is reported regularly as part of the Annual Governance Statement. There are also useful InSite toolkits on [risk](#), [performance](#), [consultation and engagement](#) and [decision making](#) to support managers.



Some key dates for 2023/24

2023

SUMMER

- Be Your Best core topic for 2023: Equality, Diversity and Inclusion
- Staff survey closes
- Annual appraisal window opens
- Refreshed Health and Wellbeing and Inclusive Growth Strategies
- Savings options for 2024/25 developed
- Be Your Best: Equality, Diversity & Inclusion Step 4

2023

AUTUMN

- Be Your Best: Equality, Diversity & Inclusion Step 5
- Refreshed Medium-Term Financial Strategy
- LGA Peer Challenge revisit
- National Inclusion Week
- Directorate Awards for Excellence

WINTER

- Staff recognition week
- Provisional Budget for 2024/25

2024

WINTER

- Final Budget for 2024/25
- Refreshed Best City Ambition
- Refreshed Being Our Best organisation plan

SPRING

- Annual appraisal window opens
- National Day for Staff Networks

Appendix 1: Our organisation key performance indicators

The council has a robust performance management framework which underpins our key strategies, plans, organisational management and service delivery. This includes reporting to CLT, directors' leadership teams and council scrutiny boards. As part of this, the key performance indicators (KPIs) below will help us track our progress in taking forward the priorities contained in this plan. They will be kept under regular review and updates as needed.

TITLE	DESCRIPTION
Representative workforce	Demographic comparison of the council workforce against the Leeds working age population from Census 2021
Happy and engaged workforce	Average 'recommender' score out of ten - "how likely would you be to recommend working for Leeds City Council?"
Healthy workforce	Sickness absence rate by directorate and service - with and without long term cases
Good management	% of council staff who feel their manager looks out for their general health and wellbeing
Gender pay gap	Mean / Median yearly gender pay gap across the council workforce
Appraisals	% of staff appraisals and mid-year reviews completed
Opportunities to develop	% staff who agree there are opportunities to progress their career at Leeds City Council
Staff turnover	% of staff turnover
Workplace safety	Number of a) specified injuries; and b) absences of 7+ days related to injury caused at work (with and without school incidents)
Budget management	% of budget overspent, projected at Q1/Q2/Q3 and at outturn at council and directorate levels
Budget action plans	Projected level of directorate budget action plans savings achieved
Doing business fairly	% of invoices paid within 30 days of receipt or according to supplier payment terms
Supporting local businesses	% of orders placed with suppliers based in Leeds
Access to personal information	% of subject access requests (SARS) received and responded to within statutory timescales
Access to information	% of freedom of information (FOI) and environmental information regulations (EIR) requests received and responded to within statutory timescales
Customer satisfaction	Overall satisfaction with the service customers received through the contact centre
Customer complaints	% of complaints responded to within target timescale

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Work Programme

Date: 19 June 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The report sets out the draft 2023/24 work programme for the Scrutiny Board (Strategy & Resources) and reflects suggestion made by the Board in 2022/23 in terms of possible items to be carried forward by this successor board.

All Scrutiny Boards are required to determine and manage their own work programme for the municipal year. In doing so, the work programme should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year.

The Scrutiny Board Procedure Rules also 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'.

Members will be invited to review and discuss the work programme at each public Scrutiny Board meeting that takes place during the 2023/24 municipal year.

Recommendations

- a) Members are requested to consider and discuss the Scrutiny Board's work programme for the 2023/24 municipal year.

What is this report about?

- 1 A draft work programme for the Strategy & Resources Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the programme are known items of scrutiny activity, including performance and budget monitoring and identified Budget and Policy Framework items.
- 2 The latest Executive Board minutes from the meeting held on 19 April 2023 are also provided at Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.
- 3 The 2022/23 Strategy and Resources Scrutiny Board recommended that the successor board in 2023/24 should consider further work on: Leeds 2023 both in terms of progress but also to focus on evaluation and legacy; Equality Diversity and Inclusion (EDI) to continue to focus on this through staff networks and the corporate approach to EDI and a summary from the Elections Service on the key information that emerges from the 2023 local elections, including details of the impact of the new national voter ID requirements. All of these items are included in the draft Work Programme at Appendix 1.

What impact will this proposal have?

- 4 All Scrutiny Boards are required to determine and manage their own work programme for the municipal year.

How does this proposal impact the three pillars of the Best City Ambition?

Health and Wellbeing

Inclusive Growth

Zero Carbon

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

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 6 To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish and maintain an effective, early dialogue with relevant Directors, senior officers and Executive Board Members.
- 7 The Vision for Scrutiny 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.

What are the resource implications?

- 8 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.

9 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.

10 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.

What are the key risks and how are they being managed?

11 This report has no specific risk management implications.

What are the legal implications?

12 This report has no specific legal implications.

Appendices

- Appendix 1: Draft work programme 2023/24
- Appendix 2: Minutes of the Executive Board meeting on 19 April 2023.

Background papers

- None

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Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

June	July	August
Meeting Agenda for 19 June 2023	Meeting Agenda for 17 July 2023	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference / Sources of Work (DB) / Co-opted members reports Performance Update (PM) Organisation Plan (PDS)	Leeds 2023 Progress Update (PM) Performance Management/Absence/Staff Survey Update (PSR) Financial Outturn (PM) Office for Local Government (OFLOG) (PDS)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

September	October	November
Meeting Agenda for 18 September 2023	Meeting Agenda for 16 October 2023	No meeting
Procurement Update Electoral Services Update – 2023 Election Review/Postal Voter Validation (PM)	Financial Health Monitoring (PM) LGA Peer Challenge Update	
Working Group Meetings		
<i>Remote session: budget assumptions & impact of external factors such as inflation</i>		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

December	January	February
Meeting Agenda 11 December 2023	Meeting Agenda for 15 January 2024	Meeting Agenda for 19 February 2024
Staff Networks – Equality, Diversity and Inclusion – Progress Update (PSR) Annual Corporate Risk Management Report (PM) (include risks for Chief officers in remit)	Performance Report (PSR/PM) Financial Health Monitoring (PM) 2023/24 Initial Budget Proposals (PDS)	Leeds 2023 Evaluation and Legacy (PM)
Working Group Meetings		
Budget Working Group – date to be confirmed		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2023/24 Municipal Year

March	April	Notes
Meeting Agenda for 25 March 2024	No Scrutiny Board meeting scheduled.	Items to be scheduled
Corporate Approach to Equality, Diversity and Inclusion (PSR)		
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring

EXECUTIVE BOARD

WEDNESDAY, 19TH APRIL, 2023

PRESENT: Councillor J Lewis in the Chair

Councillors S Arif, A Carter, D Coupar,
S Golton, M Harland, H Hayden, J Pryor,
M Rafique and F Venner

131 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (A) That Appendix 2 to the report entitled, 'The Engine House, South Bank Leeds', referred to in Minute No. 137 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and considered in private on the grounds that Appendix 2 contains information relating to the financial or business affairs of any person or company (including the authority holding that information) which may result in prejudicial trading of that company, the Council's commercial position and linked third parties, and as such, it is considered not to be in the public interest to release such information at this time, as this would compromise the Council's position;
- (B) That Appendix 3 to the report entitled, 'East Leeds Extension Update and Progress on Land Disposal for the Southern Quadrant Primary School', referred to in Minute No. 138 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and considered in private on the grounds that the information within Appendix 3 relates to the financial or business affairs of a particular person / company, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that, since this information has been obtained through one-to-one negotiations for the disposal of the school site, it is not in the public interest to disclose this information now. Also, it is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to other similar transactions in that prospective purchasers of other similar properties would have access to information about the nature and level of consideration which may prove acceptable to the Council. It is

Draft minutes to be approved at the meeting
to be held on Wednesday, 21st June, 2023

therefore considered that, whilst there may be a public interest in disclosure, the public interest in maintaining the exemption outweighs the public interest in disclosing this information now; and

- (C) That Appendix 2 to the report entitled, 'Kingsdale Court Affordable Housing and Regeneration Scheme' referred to in Minute No. 139 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 and considered in private on the grounds that the information within Appendix 2 relates to the financial or business affairs of a particular person, and of the Council. It is considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to property transactions. Disclosure of this information could seriously harm the Council's negotiating position when discussing property acquisitions at Kingsdale Court. Consequently, it is deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

132 Late Items

There were no late items of business submitted to the Board for consideration.

133 Declaration of Interests

There were no interests declared at the meeting.

134 Minutes

RESOLVED – That the minutes of the previous meeting held on 15th March 2023 be approved as a correct record.

PUBLIC HEALTH AND ACTIVE LIFESTYLES

135 The Marmot City Approach

The Director of Public Health submitted a report which summarised the progress being made towards Leeds becoming a Marmot City, which was a proposal endorsed by key strategic partners during 2022. The report noted that the Marmot approach for Leeds would work towards the vision of having 'a fairer Leeds for everyone'. Specifically, the report also outlined the two-year programme of work agreed in partnership with the Institute of Health Equity (IHE) and included the key milestones for that journey.

In introducing the report, the Executive Member for Public Health and Active Lifestyles highlighted the commitment for Leeds to become a Marmot City working in partnership with the Institute of Health Equity (IHE), which would aim to drive forward progress on the reduction of health inequalities across the city, considering appropriate approaches for all, but at a range of scales or intensity to reflect the levels of need across different communities. It was also noted that the proposed work programme would build upon current practices and support the Best City Ambition and its three pillars. Opportunities for involvement in the Marmot approach were highlighted and it was noted that

the intention was to produce a report at the end of the first year to reflect upon the outcomes achieved.

Responding to an enquiry, the Board received further information and assurance about the work in this area to ensure that meaningful consultation and engagement is undertaken in relation to the Marmot City programme, but also more widely across the Council so that as broad a cohort as possible was given the opportunity to engage, including the harder to reach parts of the community.

In response to a comment from a Member, the Board received further information and context about how the success of the Marmot City initiative would be measured, with it being noted that whilst the current methods of monitoring health inequalities in the city would remain, additional work would take place to monitor the impact of this programme. It was noted that whilst the Marmot approach would be ambitious, it was also explained why it was deemed appropriate that further consideration be given to determining the measurement of the programme's success, given current trajectories and the challenging socio-economic context.

Also, the Board received further information on the reasons why Leeds, alongside a growing network of towns, cities and regions were undertaking the Marmot approach, and with regard to the recent Health Equity North event referenced during the Board's discussion, it was also noted that in addition to the work being undertaken as part of this initiative, the Council was also engaging with northern academic partners, such as universities, on the issue of addressing health inequalities.

In conclusion, Members welcomed the work being undertaken in this area and highlighted the importance of it.

RESOLVED – That the progress which has been made towards Leeds becoming a Marmot City, as detailed within the submitted report, be noted.

RESOURCES

136 Financial Health Monitoring 2022/23 - Provisional Outturn Month 11 (February)

The Chief Officer (Financial Services) submitted a report presenting the financial health and provisional outturn of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account as at Month 11 of the 2022/23 financial year.

In presenting the report, the Executive Member for Resources provided an overview of the key information within it, which included reference to the fact that an overspend of £16.3m was projected for the Authority's General Fund services, as at month 11 of 2022/23. The ongoing significant financial challenges being faced were highlighted, and that should there be any adverse variation to a balanced budget position at the 2022/23 year-end, then this would require the use of the Strategic Contingency Reserve balance.

Responding to several enquiries, the Board was advised that the balance of the Merrion House capital reserve is £23.4m, with the proposal being for that to be applied to Minimum Revenue Provision (MRP) resulting in a reduction in the general fund budget required to fund MRP, the saving from this allocation will enable a contribution of the same amount then being made towards the Strategic Contingency Reserve. Members also received information regarding the balance which would remain in the Strategic Contingency Reserve following the payment of the currently projected 2022/23 overspend, with the Board also receiving information on the current position regarding any potential variation to the Council's projected overspend between months 11 and 12, together with the plans in place to respond to any such potential variation.

Following comments raised, the Board received further information on the range of actions being taken to mitigate the financial challenges which continued to be faced within the Children and Families directorate, including the actions of the cross-directorate Delivery Board. The Board also received details of the ways in which Elected Members were updated and engaged in the actions being taken in this area.

In discussing the financial challenges being faced in Children and Families, it was acknowledged that a key factor was the increased demand across a number of the directorate's services which continued to be experienced. It was noted that the situation in Leeds reflected the national trend. As part of this discussion, further detail was provided on the representations being made at a national level in response to such matters. It was also emphasised that the Council was committed to ensuring that children and young people would continue to receive the appropriate support that they required.

Members discussed the provision of care services within Children and Families directorate and received further information on the actions being taken to maximise the level of services being provided in-house and within Leeds, where appropriate and where possible. Also, further detail was provided on the collaborative approach which was being taken across Local Authorities in this area. Finally, the Board was updated on the work being undertaken locally and nationally around addressing the challenges faced in relation to the recruitment and retention of staff in a number of service areas across the Council, including services within Children and Families.

RESOLVED –

- (a) That it be noted that at Month 11 of the 2022/23 financial year (February), the Authority's General Fund services are forecasting an overspend of £16.3m and that the Housing Revenue Account is forecasting a balanced position;
- (b) That it be noted, that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures, in line with the Revenue Principles agreed by Executive Board in 2019; with it also being noted

that savings actions identified to date are included in the reported overspend position and actions will continue to be identified which will contribute towards improving this projected financial outturn position;

- (c) That it be noted that known increased inflation and known impacts of the rising cost of living, including the agreed 2022/23 pay award, have been incorporated into this reported financial position, with it also being noted that these pressures will continue to be assessed, with the final position being incorporated into Final Outturn position for 2022/23 to be received by Executive Board in June 2023;
- (d) That it be noted that the report entitled, '*Financial Performance – Outturn Financial Year Ended 31st March 2023*', which will be received at this Board in June 2023 will recommend that the final overspend at Outturn is balanced through the use of the Strategic Contingency Reserve;
- (e) That the application of the remaining balance of the Merrion House capital receipt to redeem debt in 2022/23, to reduce MRP by the same amount and to contribute the resulting revenue saving to an earmarked revenue reserve, be approved.

INFRASTRUCTURE AND CLIMATE

137 The Engine House, South Bank Leeds

The Director of City Development submitted a report providing an update on the continued regeneration of the South Bank Leeds. Specifically, the report outlined an opportunity to continue the momentum which had been achieved by securing the future refurbishment of the Grade II listed Engine House, located within the centre of the Tower Works site, with the report seeking the necessary approvals from the Board.

Members welcomed the proposals detailed within the submitted report.

Following consideration of Appendix 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That approval be given to the Council disposing of the Engine House site at market value to Mustard Wharf Property Unit Trust (MWPOT), in accordance with the Heads of Terms, as outlined within exempt Appendix 2 to the submitted report;
- (b) That, utilising the external ringfenced monies held, approval be given for the Council to provide a heritage grant capped at £1m to MWPOT as a contribution towards the shell and core works in accordance with the Heads of Terms, as outlined in exempt Appendix 2 to the submitted

report, subject to subsidy control compliance agreement of satisfactory security arrangements;

- (c) That approval be given to the Director of City Development, in consultation with the Director of Resources and the Executive Member for Infrastructure and Climate, to finalise detailed terms, in accordance with the terms as set out in exempt Appendix 2 to the submitted report.

138 East Leeds Extension Update and Progress on Land Disposal for the Southern Quadrant Primary School

Further to Minute No 124, 10th February 2021, the Director of City Development submitted a report providing an update on the progress made to date on the construction of the East Leeds Orbital Route (ELOR) and the development of East Leeds Extension (ELE), and which sought the necessary approvals from the Board in relation to the next steps regarding the proposed disposal of Council owned land at Leeds Road/Smeaton Approach for use as a new primary school and the related delivery of new community infrastructure in the Middle and Southern Quadrants.

Responding to an enquiry, the Board received an update on the provision of a retail facility and a healthcare facility as part of the proposed development at the Leeds Road/John Smeaton Approach site, with it being noted that both facilities remained active workstreams, as illustrated in appendix 2 to the submitted report.

Following consideration of Appendix 3 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That the continuing progress being made across the four quadrants which make up the East Leeds Extension alongside completion of the construction of the East Leeds Orbital Route, be noted;
- (b) That the progress made to date in relation to the development of the Council's land at Leeds Road/John Smeaton Approach for a new 2 form primary school and community facilities, including the proposed new access road for the site, be noted;
- (c) That the disposal of c2 ha of land at the Leeds Road/Smeaton Approach site for the provision of a new primary school at less than best consideration and on the basis of the terms, as set out in exempt Appendix 3 to the submitted report on a long lease at a peppercorn rent to the School Operator, be approved, whilst noting the provisions of the Equalisation Agreement previously approved by Executive Board and entered into by the Council in relation to the site;

- (d) That approval of the final terms for the disposal of the land at Leeds Road/Smeaton Approach to the School Operator, be delegated to the Director of City Development;
- (e) That the current position regarding the relocation of two existing sports pitches from the land at Leeds Road/John Smeaton Approach to land at Whinmoor Grange, so as to facilitate the development of the Leeds Road/John Smeaton Approach site to support the development of the Middle and Southern Quadrants, be noted.

139 Kingsdale Court Affordable Housing and Regeneration Scheme

Further to Minute No. 115, 10th February 2021, the Director of City Development and the Director Communities, Housing and Environment submitted a joint report setting out the progress which had been made regarding the acquisition and regeneration of Kingsdale Court in the Boggart Hill Priority Neighbourhood, Seacroft. Related to this, and to enable the delivery of this affordable housing and regeneration scheme, the report also provided details of the emerging case for the possible use of compulsory purchase powers and sought approval for a capital funding injection in order to achieve full site acquisition.

In introducing the report, the Executive Member for Infrastructure and Climate highlighted how the proposal to acquire and regenerate Kingsdale Court for good quality affordable housing would support the three pillars of the Best City Ambition and was also consistent with the Leeds Marmot City approach, as discussed earlier in the meeting.

In response to an enquiry, the Board was advised that whilst all options detailed in the reported options appraisal, including the refurbishment of the properties, were being carefully considered, currently the comprehensive acquisition and redevelopment of the full site was thought to be the most appropriate way forward given the poor state of repair of the properties.

Again in response to an enquiry, the Board noted that given the passage of time, it was now expected that the initial and indicative estimate for the acquisition of the properties, as detailed in the report considered by the Board in 2021, would be exceeded. Further to this, the Board received an update on the progress made and the work which continued on the acquisition of the properties on site, with it being reiterated that whilst the comprehensive acquisition and redevelopment of the full site was thought to be the most appropriate way forward, the intention would be submit a further report in due course with associated recommendations for the Board's consideration.

Responding to references during the discussion regarding properties at Sugar Hill Close and Wordsworth Drive, the Board noted that the site was being used for the development of affordable homes via the delivery of Housing Association properties.

Following consideration of Appendix 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information

Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That the progress made by the Council in identifying and acquiring all legal and property interests in order to enable the full assembly of the Kingsdale Court site, as detailed within the submitted report, be noted;
- (b) That the capital funding injection, as set out in exempt Appendix 2 to the submitted report, in order to achieve full site acquisition based upon an assessment of current negotiating positions, which continue to evolve, be approved;
- (c) That the development of a case by the Council for the use of Compulsory Purchase powers to secure complete site assembly should this be considered necessary as a last resort to facilitate the comprehensive regeneration of Kingsdale Court, through the delivery of new affordable housing, be supported;
- (d) That the legal obligations that the Council has now assumed as landlord in acquiring the freehold of the site, be noted, together with the management arrangements now in place to support remaining leaseholders and tenants in accordance with those obligations;
- (e) That a further report be submitted to the Board at the earliest opportunity presenting the up to date position with respect to purchase negotiations and setting out the requirements and justification for the potential use of a Compulsory Purchase Order if reasonable negotiations to fully assemble the site fail.

DATE OF PUBLICATION: FRIDAY, 21ST APRIL 2023

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 28TH APRIL 2023