

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday 26 September 2022 at 10.00 am

(A pre-meeting will take place for all Members of the Board at 9.45 a.m.)

MEMBERSHIP

Councillor G Almass	- Beeston & Holbeck
Councillor S Burke	- Middleton Park
Councillor P Carlill	- Calverley & Farsley
Councillor D Chapman	- Rothwell
Councillor R Finnigan	- Morley North
Councillor S Firth	- Harewood
Councillor B Flynn	- Adel & Wharfedale
Councillor M France-Mir	- Moortown
Councillor C Gruen	- Bramley & Stanningley
Councillor K Ritchie	- Bramley & Stanningley
Councillor A Scopes (Chair)	- Beeston & Holbeck

To 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: To remotely observe this meeting, please click on the 'To View Meeting' 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.

[26 September 2022: Scrutiny Board \(Strategy & Resources\)](#)

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 25 JULY 2022</p> <p>To confirm as a correct record, the minutes of the meeting held on 25 July 2022.</p>	5 - 14
7			<p>ELECTORAL SERVICES UPDATE</p> <p>To receive an update from the Head of Electoral Services, including reference to voter behaviour in May 2022 and the Parliamentary Boundary review 2023.</p>	15 - 24
8			<p>ANNUAL CORPORATE RISK MANAGEMENT REPORT</p> <p>To receive an update on the risks and summary assurances presented in the Annual Corporate Risk Report.</p>	25 - 48
9			<p>CUSTOMER CONTACT UPDATE</p> <p>To receive an update from the Director of Resources about the ongoing transformation of customer contact.</p>	49 - 58

Item No	Ward/Equal Opportunities	Item Not Open		Page No
10			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board's work schedule for the 2022/23 municipal year.</p>	59 - 86
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next meeting of the Scrutiny Board (Strategy & Resources) will take place on 11 November 2022 at 10am. There will be a pre-meeting for all Board members at 9.45am.</p>	

SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 25TH JULY, 2022

PRESENT: Councillor A Scopes in the Chair

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

15 Appeals Against Refusal of Inspection of Documents

There were no appeals.

16 Exempt Information - Possible Exclusion of the Press and Public

There were no exemptions.

17 Late Items

There were no late items.

18 Declaration of Interests

There were no declarations of interest.

19 Apologies for Absence and Notification of Substitutes

Apologies were received from:

Cllr Diane Chapman
Cllr Mahalia France-Mir

20 Minutes - 20 June 2022

The minutes of the meeting of 20 June were noted.

An update was provided by the Principal Scrutiny Advisor in relation to information requests detailed in minutes 7, 9, 10, 11 and 12.

21 Digital Strategy Update

Those in attendance for this item were:

- **Cllr Coupar** (Executive Member)
- **Neil Evans** (Director, Resources)
- **Leonardo Tantari** (Chief Officer, Digital and Information Services)
- **Stephen Blackburn** (Innovation Lead)

Leonardo Tantari (Chief Officer, Digital and Information Services) and Stephen Blackburn (Innovation Lead) provided an overview of the new digital strategy for the city. Members were informed that digital transformation work is underway to transform how the Council, in partnership with the Leeds

Draft minutes to be approved at the meeting
to be held on Monday, 26th September, 2022

Health and Care Partnership (LHCP), uses data and technology to improve services. A planned programme of innovation was outlined.

Stephen reiterated that a 'digital first' - as opposed to a 'digital only' – approach will be adopted and that any digital offer will be complementary to existing channels of engagement with the Council. He informed the Scrutiny Board that the Digital Strategy is intended to be a person-centred policy that reflects the life-cycle approach set out in the Best City Ambition.

The Scrutiny Board discussed the challenge of recruiting talent to fill an additional 110 roles within IDS and the potential to work with partner organisations to provide temporary “elastic capacity”.

Stephen highlighted the three digital priorities for the city: System Flow, Core Business Transformation and establishing a Security Operations Centre. The Scrutiny Board was informed of the importance of ensuring the city's 'digital foundations' are right. This includes ensuring the Council is collecting, using and protecting the right data, and continuing to prioritise the 100% Digital Leeds programme.

Members raised the following matters:

- **Security Operations Centre:** Clarity was sought about how the centre will be resourced. The Board was informed that to provide 24/7 protection 365 days a year the Council will need to work with a partner to deliver the service. Leonardo noted that there is regional interest in establishing a facility and it is anticipated to be a joined-up initiative with other organisations. The enhanced security benefits of a 'cloud first' approach were discussed.
- **Digitising social care records:** A 2021 Government white paper pledged to ensure 80% of social care providers have a digitised care record that can connect to a shared care record by March 2024. Members sought reassurance about progress towards this target in Leeds and were assured funding has been released for the initial stages of this project, with further funding options being explored for the later stages.
- **Shared Care Record:** Members were informed that the development of the Leeds Care Record in recent years puts the city in a stronger position to move to the enhanced Shared Care Record. A new Shared Care Records Board has been established for Leeds.
- **Working with health partners:** Officers acknowledged the challenge of creating capacity amongst health care professionals to enable the introduction of and training on new technology. The scale of data that requires digitalisation was discussed along with the challenge of integrating different systems.

- **Digital Academy:** Members welcomed the establishment of a digital academy to upskill LCC staff in areas such as data intelligence, cyber security and cloud technology. The potential to increase entry routes for new employees was explored. It was noted that staff retention is a persistent challenge for digital employers. Salary was acknowledged as a challenge in the current market. It was suggested more could be made of the opportunity to work on large-scale transformation projects within the public sector.
- **Digital infrastructure and hardware:** The challenges of accessing reliable connectivity and hardware, particularly in some areas of the city, were explored. From a Council perspective members sought clarity about the use of a wider range of devices in future to increase the agility of the workforce. Leonardo also highlighted the closer links being established between the recycling of devices and the 100% Digital Leeds team.
- **Digital Inclusion:** Attention was drawn to the community-based partnership activity of the 100% Digital Leeds team. A full update on this programme of activity is received by the Infrastructure, Investment & Inclusive Growth Scrutiny Board on an annual basis. It was agreed that the Principal Scrutiny Advisor would circulate the most recent 100% Digital Leeds update to members of the Strategy and Resources Scrutiny Board for information.
- **Impact on staffing numbers:** Neil Evans noted that the organisation has lost around 2,000 staff over the last ten years but still faces a growing budget challenge. It is anticipated that in-year pressures such as a pay rise above the 2% assumed in the 2022/23 budget will exacerbate this situation. To protect public services the organisation will need to change. This will include increased automation, enabling more self-service and re-training staff.
- **Digital Leeds Labs:** Further information was sought about solutions that have previously been developed through innovation labs. Stephen Blackburn agreed to provide further information about 'Leeds Social Housing Picker.'
- **Digital and Data ethics:** Members sought clarity about how the development of data and digital ethics will help embed strong governance and a 'person centred' approach to assessing new technology and/or data use.
- **Citizen Access:** Cllr Coupar reiterated that digital innovation will complement existing channels of communication for Leeds citizens. She highlighted the demand for greater self-service and automation

options for standard transactions, to increase flexibility and ease of access for some members of the public.

The Scrutiny Board highlighted the need to continue benchmarking and sharing best practice with other organisations.

Members noted the need to avoid developing bespoke versions of standard systems to avoid increased costs for maintenance, integration and upgrades.

The Scrutiny Board recommended that investment in digital services is prioritised corporately to ensure that transformation programmes can be progressed across all directorates.

RESOLVED:

Members of the Scrutiny Board:

- Agreed to support the approach being outlined in the digital strategy, the digital transformation approach, and the innovation programme.
- Agreed to continue to provide oversight of the broader digital work being delivered by IDS by receiving future update reports at this Scrutiny Board.
- Requested that the Principal Scrutiny Advisor circulate the 100% Digital Leeds update, as provided to the Infrastructure, Investment & Inclusive Growth Scrutiny Board in April 2022.
- Requested further information about Leeds Social Housing Picker.
- Recommended that investment in digital services is prioritised corporately to ensure that transformation programmes can be progressed across all directorates.

22 Agile Working and Estate Realisation

Those in attendance for this item:

- **Cllr Coupar** (Executive Member)
- **Neil Evans** (Director, Resources)
- **Graham Sephton** (Head of Human Resources)
- **Angela Barnicle** (Chief Officer, Asset management & Regeneration)
- **Leonardo Tantari** (Chief Officer, Digital and Information Services)

Graham Sephton introduced the paper by providing an update on the Council's Future Working Programme. He noted the previous work of the Scrutiny Board in this area and reiterated the importance of the 2021 Best

Place to Work Pledge. Graham highlighted the most recent staff survey results from May 2022 and the proposed approach to further estate realisation.

The Scrutiny Board explored the proposed approach to future hybrid working and noted the links to the previous discussion on the new digital strategy.

Members agreed with the principal that hybrid working arrangements must strike a balance between staff preferences, services needs and LCC resources. Members were informed that senior leaders have reported service performance as having been maintained or enhanced by current working arrangements.

The Board discussed the expectation that staff will spend regular time with their teams in the office. Reassurance was received in relation to arrangements for new employees and it was confirmed that staff will always be able to come into the workplace if they so wish.

Other matters raised by members included:

- **Quality and maintenance of estate:** The cost of maintaining the Council's estate was discussed in the context of the current budget challenge. It was noted that not all buildings provide good quality accommodation for staff, and many are now surplus to requirements. Graham outlined the ambition to have fewer but better used buildings. It was noted that buildings that are disposed of are typically redeveloped for a different purpose.
- **Monitoring of the impact of hybrid working:** It was confirmed that performance reports are regularly provided to CLT, the Executive Board and Scrutiny Boards. In addition, risks are reported to officer oversight groups that meet regularly.
- **Workstation Assessments:** Graham reassured members that where requests were made for a home-based workstation assessment, these would be carried out quickly. He noted that most employees who had been previously office based, received rapid support in response to the pandemic to enable them to work safely at home. Well-being has been prioritised during the most recent rounds of appraisals.
- **Market appropriate approach:** Neil Evans highlighted that the Council is not alone in having adopted new working arrangements since the pandemic. It informed members that organisations across the city and country are working in different ways and LCC staff are keen to retain the flexibility to work from home given performance has been maintained.

- **Independent analysis:** Angela Barnicle outlined the Council's involvement with a UKRI project being led by the University of Leeds. Along with other public and private organisations the Council us sharing data about what hybrid work looks like, how people build networks and establish careers. It was agreed that the first paper that has been published would be shared with the Scrutiny Board.
- **Identification of risks:** Members highlighted the importance of being provided with clear information about the potential risks to inform their scrutiny. Ways in which to capture the views of service users within performance monitoring were discussed.
- **EIA report:** Members requested sight of the Equality Impact Assessment associated with future working arrangements once it is available.

RESOLVED:

Members of the Scrutiny board resolved to:

- Note the contents of this report
- Note the Best Place to Work pledge made to all staff.
- Consider the results from the most recent Future Working Survey conducted in May 2022.
- Note the latest update on rightsizing the council Estate and how the Future Working programme can contribute to our zero carbon ambitions across the city.
- Request that the Chief Officer for Asset Management and Regeneration shares the initial UKRI research paper published by the University of Leeds.
- Request sight of the Equality Impact Assessment associated with future working arrangements once it is available.

Councillor Flynn left the meeting after consideration of this item.

23 Recruitment and Retention update

Those in attendance for this item were:

- **Cllr Coupar** (Executive Member)
- **Neil Evans** (Director, Resources)
- **Andy Dodman** (Chief Officer, Human Resources)
- **Claire Matsen** (Head of Human Resources)

Andy Dodman introduced the report outlining the current workforce challenges particularly in relation to recruiting talent. He asked members to note the scope and scale of the work currently underway, which includes both short and longer-term interventions.

Andy noted that the recommended approach is cognisant of the Council's five-year People Strategy and the aspiration to increase diversity within the workforce.

Members raised concern about increasingly competitive salaries emerging as a result of the high inflation environment.

It was noted that the Council remains committed to the National Collective Bargaining Framework and continues to uplift its pay-scales in line with the Real (Leeds) Living Wage rate. Neil Evans noted that the range of functions within the Council brings added complexity in terms of equality assessments.

For services where there is acute pressure on recruitment HR colleagues are exploring the possible use of market supplements, retention payments and other benefits.

Members were informed that there is a significant variation in vacancy rates across the Council. The Board sought clarity about which services are experiencing the greatest pressures. IDS was provided as an example of one such service, as was Adults and Health.

The Board explored the wider benefits of working for the Council such as professional development, career progression and working for a values-based organisation.

Members welcomed the work that is underway to develop a wide range of entry routes into the Council. Officers were asked whether it would be feasible to explore an intermediate apprenticeship offer for those leaving FE establishments.

It was suggested entry routes could be broadened further by focusing on core competencies for some roles rather than more traditional job descriptions. The objectivity of recruitment panels was discussed and members sought clarity about retention rates in comparison to other organisations.

Claire Matsen confirmed that in some areas unsuccessful applicants are signposted to organisations that can help them to develop their skills to meet entry level requirements.

It was confirmed that processes such as exit interviews are being strengthened to enable the organisation to better understand why people are choosing to leave the organisation.

Improvements in diversity and inclusion were welcomed and it was confirmed that officers are looking at ways in which to capture more detailed information about diversity in the early stages of recruitment.

Members sought assurances about the support being provided to applicants with disabilities to ensure as wide a range of people as possible can access employment opportunities.

Members suggested that public sector organisations in the city may benefit from sharing experiences and best practice to further increase the diversity of their respective workforces.

RESOLVED:

The Scrutiny Board resolved to note the content of the report and workplan.

24 Area Based Income

The following individuals were in attendance for this item:

- **Cllr Coupar** (Executive Member)
- **Neil Evans** (Director, Resources)
- **Richard Ellis** (Deputy Chief Officer, Financial Services)

Richard Ellis introduced the report, drawing attention to three tables, which detail Council Tax and Business Rates income by ward.

It was noted that the report had been submitted to the Scrutiny Board in response to a member request in 2021/22.

The Scrutiny Board was informed that information about expenditure could not be provided on a ward basis. The Council does not account for expenditure on a ward-basis or equate expenditure to areas from which income is generated. The allocation of Government resources also depends upon a city-wide needs-based assessment. The Board discussed the challenges of understanding expenditure on a ward basis.

It was noted that only a small proportion of the Council's expenditure relates to 'universal services' with over 60% of expenditure relating to Children's Services and Adults Social Care.

It was noted that the information about income is not provided regularly in the format requested by the Scrutiny Board due to the level of data manipulation required to produce it.

RESOLVED:

It was resolved that:

- The ward-based analysis of Business Rates and Council Tax income receivable by the Council in 2021/22 be noted.

- The Principal Scrutiny Advisor will re-circulate a graph from the Chief Officer for Financial Services, which illustrates trends in Government grant receipts over the last decade.

25 Work Schedule

The work programme was noted.

26 Date and Time of Next Meeting

The next public meeting of the Scrutiny Board will take place on **Monday 26 September at 10am**. There will be a pre-meeting for all Scrutiny Board members at **9.45am**.

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Electoral Services Update

Date: 26 September 2022

Report of: Head of Electoral Services

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

What is this report about?

Including how it contributes to the City's and council's ambitions

- To update and inform the Strategy and Resources Scrutiny Board on:
 - Voter behaviour May 2022 – postal/polling station voting/turnout
 - Parliamentary Boundary Review 2023
- The information in this report is for information only, no proposals are being made.

Recommendations

- a) Members of Scrutiny Board should note the content of the report

Why is the proposal being put forward?

- 1 This report is for information only. No proposals are being put forward at this time.
- 2 A request was made for a report to inform on changes in voter behaviour in relation to the May 2022 elections, and to provide an update on the 2023 Parliamentary Boundary Review.
- 3 **Changes in voter behaviour – voting by post / voting in person / voter turnout**
- 3.1 As previously reported in September 2021, because of the requirement to hold elections under Covid-19 restrictions, the Electoral Registration Officer wrote to all electors who did not have a postal voting arrangement in place. This was approximately 500k electors.
- 3.2 The write-out resulted in an increase of postal voters in the City from 88k (15% of the electorate) in February, to 205k (35%) by the time of the elections on 6 May 2021, the largest number of postal votes in a single local authority in England.
- 3.3 At the time of the May 2022 elections, the number of postal voters in Leeds stood at 186,367 (31.87% of the electorate).
- 3.4 For information, the number of rejected postal votes at the elections in May 2022 compared to May 2021 was as follows:

Postal Votes	2021	2022
Total Issued	204779	186367
Total Rejected	4705	2569
Total PVs returned	146142	121912
% of PVs rejected from the overall number returned	3.22%	2.11%
% of PVs issued from the overall number issued	2.30%	1.38%
Average number of PVs rejected in a ward	143	78

- 3.5 A table showing the number of rejected postal votes by ward for the years 2019, 2021 and 2022 is attached at Appendix A.
- 3.6 Postal vote rejection rates have fallen following measures introduced by Electoral Services, namely:
 - (a) A review of the postal voting statement (PVS), included with each postal vote, which the elector is required to sign, include their date of birth, and return with their ballot paper. The review enabled us to identify problem areas and make the PVS clearer and more user friendly. The new version was used in 2021 and saw a drop in the overall rejection rate of 0.64%
 - (b) In an effort to reduce the number of postal votes being rejected, following the May 2021 elections we reviewed our processes for the rejection of postal votes at postal vote opening sessions.

Postal votes rejected by the matching software because of a mismatched date of birth or signature, or both, were sent for a manual check by a member of the Returning Officers staff in line with regulations and either accepted or rejected.

We introduced a second manual check before final rejection for the May 2022 elections, for instances where it was felt a second opinion was required. This is an additional

process which is not required by regulations. We found that the secondary checks enabled the Returning Officer to accept documents which may have been rejected under the standard system. This is something we will now undertake at all future postal vote opening sessions.

This new system saw rejected postal votes fall by 1.11% in 2022, with 2.11% of packs returned being rejected, compared with 3.22% in 2021.

- 3.7 The higher number of registered postal voters now means more electors vote by post in the Leeds City Council area than at a polling station, and this has been the case in 2022 and 2021. The table below shows how voter behaviour has changed in this respect over the past 5 years.

Year	Type	By post	In person
2018	LCC (all out)	33.44%	66.56%
2019	LCC & Parish	34.04%	65.96%
2020	No elections		
2021	LCC & Mayoral	63.75%	36.25%
2022	LCC	62.27%	37.73%

- 3.8 The overall turnout at the May 2022 elections was 33.7%, which fell by 3.5% compared to May 2021 elections which saw a turnout of 37.5%. This drop in turnout was replicated nationally and was largely attributed to voter apathy resulting from national issues.
- 3.9 As reported in 2021, it is anticipated that, for the time being, this high number of postal voters will remain as a legacy of the pandemic. Electors have found it to be a convenient and safe way of casting their vote.
- 3.10 This picture may change when the Elections Act comes into force, which will require all postal voters to submit a new application to vote by post every 3 years. This is different to the current system, which allows a postal vote arrangement to be in place indefinitely, with the requirement for the applicant to provide a fresh signature for the Returning Officers' records every 5 years.
- 3.11 More information on this change, and other changes being introduced by the Elections Act will be reported on when secondary legislation has been made, and a timetable has been confirmed.
- 3.12 The number of polling stations required, and the location of such, remains under review. For 2021 and 2022 the high number of postal voters allowed for the merging of some premises, and the relocation of others, with no adverse reaction from the electorate or candidates/election agents.

4 **Parliamentary Boundary Review 2023**

- 4.1 Following the passing of the Parliamentary Constituencies Act 2020 in December 2020, and the publication of the relevant Parliamentary electorate data in January 2021, the Boundary Commission for England (BCE) began a new review of all Parliamentary constituencies in England. This is referred to as the 2023 review, as the BCE are required to report their final recommendations by 1 July 2023.
- 4.2 The number of constituencies for the Yorkshire and Humber region will remain at 54.
- 4.3 Application of statutory rules to the published electorate means that all recommended constituencies must have no less than 69,724 Parliamentary electors and no more than

77,062. By law, these electorate figures relate to the electorates as they were on 2 March 2020.

- 4.4 Secondary consultation on the BCE's suggested new constituency boundaries closed on 4 April 2022. The BCE are now analysing all responses submitted during the first and secondary consultation stages.
- 4.5 The BCE will produce a report deciding whether the suggested constituency boundaries should change based on the feedback they have received. They will then hold a further four-week written consultation on their revised boundary proposals later in 2022.
- 4.6 Full details of the suggested boundaries can be found on the [Boundary Commission for England's Website](#).
- 4.7 A summary of what the current suggested boundaries mean for the wards of Leeds City Council can be found at Appendix B to this report.
- 4.8 Electoral Services will provide a further update when the final proposals have been published, expected 1 July 2023.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 5 Various wards will be affected by the changes to Parliamentary Boundaries and consultation is being carried out by the BCE. There is no impact at present.

What consultation and engagement has taken place?

- 6 This report is for information only. No local consultation has taken place.

What are the resource implications?

- 7 There are no resource implications currently.

What are the legal implications?

- 8 Not applicable - no proposal is being made at this time.

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

- 9 Not applicable - no proposal is being made at this time.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 10 Not applicable - no proposal is being made at this time.

Options, timescales and measuring success

a) What other options were considered?

- 11 Not applicable.

b) How will success be measured?

12 Not applicable.

c) What is the timetable for implementation?

13 The new Parliamentary constituency boundaries are expected to be published on 1 July 2023 and would be implemented for any Parliamentary General Election which should take place following this publication.

Appendices

14 Appendix A – Postal Voting Statistics

15 Appendix B – Summary of Parliamentary constituency changes for Leeds

Background papers

16 None.

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Appendix A**Postal Votes Rejected**

Ward	Issued 2019	Issued 2021	Issued 2022	Rejected 2019
Adel & Wharfedale	4405	7941	7230	123
Alwoodley	3740	7822	7044	110
Ardsley & Robin Hood	3265	6475	6053	86
Armley	2127	4627	4248	62
Beeston & Holbeck	2272	4979	4622	63
Bramley & Stanningley	2413	5413	4946	69
Burmantofts & Richmond Hill	2500	4690	4369	105
Calverley & Farsley	3695	7580	6908	104
Chapel Allerton	2426	5461	4853	65
Cross Gates & Whinmoor	3106	6618	6118	84
Farnley & Wortley	2629	5869	5428	68
Garforth & Swillington	3210	7329	6740	85
Gipton & Harehills	3479	5266	4952	154
Guiseley & Rawdon	4013	8575	7751	91
Harewood	3445	6876	6176	102
Headingley & Hyde Park	1193	2838	2207	32
Horsforth	3821	7747	6867	99
Hunslet & Riverside	2114	4208	3867	71
Killingbeck & Seacroft	2716	5431	5175	86
Kippax & Methley	2900	6445	6019	71
Kirkstall	2139	4578	3970	75
Little London & Woodhouse	1266	2570	2119	45
Middleton Park	2738	5778	5473	96
Moortown	3207	7108	6308	101
Morley North	3015	6854	6264	98
Morley South	2977	6383	5838	84
Otley & Yeadon	4015	8173	7375	86
Pudsey	3718	7716	7051	104
Rothwell	2884	6309	5785	82
Roundhay	3478	6974	6280	125
Temple Newsam	2965	6101	5688	94
Weetwood	3244	6409	5702	92
Wetherby	3212	7636	6941	80

Rejected 2021	Rejected 2022	% Rejected 2019	% Rejected 2021	% Rejected 2022
161	48	2.79%	2.03%	0.66%
197	123	2.94%	2.52%	1.75%
117	84	2.63%	1.81%	1.39%
118	77	2.91%	2.55%	1.81%
116	56	2.77%	2.33%	1.21%
147	65	2.86%	2.72%	1.31%
175	81	4.20%	3.73%	1.85%
206	83	2.81%	2.72%	1.20%
128	91	2.68%	2.34%	1.88%
159	69	2.70%	2.40%	1.13%
119	94	2.59%	2.03%	1.73%
127	79	2.65%	1.73%	1.17%
220	149	4.43%	4.18%	3.01%
158	73	2.27%	1.84%	0.94%
148	61	2.96%	2.15%	0.99%
55	32	2.68%	1.94%	1.45%
139	60	2.59%	1.79%	0.87%
117	99	3.36%	2.78%	2.56%
123	40	3.17%	2.26%	0.77%
106	57	2.45%	1.64%	0.95%
139	39	3.51%	3.04%	0.98%
78	37	3.55%	3.04%	1.75%
150	85	3.51%	2.60%	1.55%
166	83	3.15%	2.34%	1.32%
174	73	3.25%	2.54%	1.17%
142	87	2.82%	2.22%	1.49%
113	119	2.14%	1.38%	1.61%
177	85	2.80%	2.29%	1.21%
115	85	2.84%	1.82%	1.47%
214	100	3.59%	3.07%	1.59%
140	55	3.17%	2.29%	0.97%
119	105	2.84%	1.86%	1.84%
142	95	2.49%	1.86%	1.37%

Appendix B

Summary of changes to constituencies containing Leeds City Council wards (Boundary Commission for England's initial proposals)

- **Kippax & Methley ward** becomes part of a '**Selby**' constituency with electors from wards within the Selby area.
- **Harewood & Wetherby wards** to become part of a '**Wetherby & Easingwold**' constituency, with electors from wards within the Harrogate and Hambleton areas.
- **Rothwell ward** becomes part of a '**Wakefield**' constituency with electors from wards within the Wakefield area.
- The current **Leeds North East** constituency remains largely unchanged, except for some boundary realignment with the LCC wards.
- A new '**Pudsey**' constituency would comprise of **Calverley & Farsley, Bramley & Stanningley, Farnley & Wortley and Pudsey wards**.
- A new '**Leeds North West**' constituency would comprise of **Adel & Wharfedale, Guiseley & Rawdon, Horsforth and Otley & Yeadon wards**.
- Removal of the **Little London & Woodhouse and Middleton Park wards** from the proposed '**Leeds Central**' constituency, with the **Gipton & Harehills ward** divided across the proposed '**Leeds Central**' constituency and the new proposed '**Leeds East**' constituency. It is unclear from the proposals at this time which constituency electors from the **Little London & Woodhouse ward** would transfer to.
- The proposed new '**Leeds East**' constituency would retain the current wards, plus the part of **Gipton & Harehills ward** mentioned above, and the **Garforth & Swillington ward**.
- A new '**Morley**' constituency would comprise of **Ardley & Robin Hood, Middleton Park, Morley North and Morley South wards**.
- Finally, a new '**Headingley**' constituency would see the **Armley, Headingley & Hyde Park, Kirkstall and Weetwood wards** grouped together.
- This means the 33 LCC wards will be distributed across 9 constituencies, including 3 cross-boundary constituencies shared with Selby, Harrogate and

Hambleton, and Wakefield. It is likely the Leeds Returning Officer will have responsibility for the proposed Wetherby and Easingwold constituency, with Selby and Wakefield constituencies being managed by the Returning Officers for those local authority areas.

- Currently the LCC wards are distributed over 8 constituencies, including 1 cross-boundary constituency shared with Wakefield (Morley & Outwood). The cross-boundary constituency is the responsibility of the Leeds Returning Officer.

Annual Corporate Risk Management Report

Date: 26th September 2022

Report of: Head of Democratic Services

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 updates the Strategy and Resources Scrutiny Board on the most significant risks currently on the council's corporate risk register and includes summary assurances describing the key controls in place to manage the risks, together with any further actions planned, and signposting to where more detailed information can be found.

Members are requested to note that the Annual Corporate Risk Report (seen at Appendix 1) was reviewed by Executive Board at their meeting on 27th July 2022. Subsequently, due to the changing nature of the council's risk environment, the rating for the corporate risk on Workforce planning has increased, Nationally, many local authorities are facing challenges around recruiting and retaining staff required to deliver services.

Recommendations

- a) Strategy and Resources Scrutiny Board is asked to note the Annual Risk Management Report and the assurances given on the council's most significant corporate risks in line with the authority's Risk Management Policy.

What is this report about?

- 1 This annual report updates the Strategy and Resources Scrutiny Board on the most significant risks currently on the council's corporate risk register and includes summary assurances describing the key controls in place to manage the risks, together with any further actions planned, and signposting to where more detailed information can be found. Details of the risk can be seen in Appendix 1.
- 2 Our new Best City Ambition, introduced earlier in 2022, aims to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. Central to this, focus has been placed on improving outcomes across the Three Pillars of Health and Wellbeing, Inclusive Growth and Zero-Carbon. Linked to the Ambition are a series of shared values and behaviours covering aspects such as ethical behaviour and the staff code of conduct.
- 3 Risk is present in everything we do to improve outcomes and deliver services. Local authorities, our communities and partners face a wide range of significant risks including cyber-attacks, major incidents in the city and safeguarding failures. Currently, national issues such as inflation, the increasing cost of living and the ability to recruit and retain staff are presenting challenges, especially within the context of ongoing budgetary pressures.
- 4 Corporate risks are the most significant, high profile risks facing the council and the city. Many corporate risks are cross-cutting in nature and if they occur, would impact on our Best City/Best Council ambitions. It is therefore essential that we understand, manage and communicate the range of risks that could threaten the city and the vital services provided by the council, so that we're better placed to prevent them from happening and to reduce their impact should they occur, now and in the longer-term, on communities, individuals, services, organisations and infrastructure.
- 5 Underpinning the corporate risks are directorate level risks – those that are less strategic and more specific in nature, and these are reported to the respective directorate management teams. Service level risks, such as those for programmes and major projects are also reported to the relevant service leadership team or project board. The risk management reporting arrangements facilitate and encourage the escalation of service and directorate risks should they increase in prominence.
- 6 The previous Annual Corporate Risk Management Report was provided to the Strategy and Resources Scrutiny Board in October 2021. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council's Risk Management Policy and Strategy.
- 7 The council's Annual Corporate Risk Management Report was reported to the Executive Board during its meeting on 27th July 2022. This report is supplemented by the annual assurance report on the authority's risk management arrangements, considered annually by the council's Corporate Governance and Audit Committee. The assurance report focuses on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels and is next scheduled for review by the Committee on 28th November 2022.

What impact will this proposal have?

- 8 The risk information contained in the appendix is provided for Strategy and Resources Scrutiny Board's information.
- 9 This is an assurance report with no decision required, so it is not necessary to conduct an equality impact assessment.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

10 Should any of the corporate risks arise, then this could impact on the achievement one or more of the Pillars. Strong risk management arrangements are essential to minimise the risk of failing to achieve the ambition and outcomes.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

- 11 This is an information report and as such does not need to be consulted on with the public. However, summary information on the corporate risks is published on the council's website.
- 12 The arrangements in place to manage the council's risks are embedded and therefore subject to consultation and engagement on an ongoing basis. Consultation is undertaken as part of risk management best practice, and in line with the roles and responsibilities set out in the Risk Management Policy and Strategy.
- 13 The corporate risk assurances at Appendix 1 have been subject to consultation with lead officers, the Corporate Leadership Team and portfolio members. The consultation allowed stakeholders to consider whether the items on the corporate risk register were up to date, and adequately described and rated. This consultation also provided an opportunity to identify any potential new risks for the register.
- 14 The decision making template for Committee and Executive Board reports require authors to outline key risk management issues as part of the mandatory 'What are the key risks and how are they being managed?' section. This ensures that Elected Members are sighted of key risks when making decisions.

What are the resource implications?

- 15 All council risks are managed proportionately, factoring in the value for money use of resources. Should any of the corporate risks included in this report arise, there would be significant resource implications for the council.
- 16 Effective risk management arrangements help to avoid costly mistakes from being made and to minimise their impact should they occur.

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

- 17 This report supports the council's Risk Management Policy and Strategy in providing assurances on the management of the authority's most significant risks. The appendix provides details of the key strategic risks facing the council, how they are being managed and any further actions required to treat them.

What are the legal implications?

- 18 The council's risk management arrangements support the authority's compliance with the statutory requirement under the Accounts & Audit Regulations 2015. Through this, Regulation 6 requires authorities to conduct a review at least once a year into the effectiveness of its systems of internal control in accordance with proper practices. The system of internal control, including

arrangements for the management of risk, assists the council in effectively exercising its functions.

Options, timescales and measuring success

What other options were considered?

19 Options considered for this report ranged from reporting a basic summary of the corporate risk register (risk title, owner and rating) to a full report containing the detailed risk profiles of every corporate risk. This report took a proportionate view and included both a map of the corporate risks and summary risk assurances for the risks that are 'standing' or rated as being very high. Should members require additional details of the corporate risks, these can be made available on request.

How will success be measured?

20 Not applicable

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

21 Not applicable

Appendices

- Appendix 1: Annual Corporate Risk Management Report 2022.

Background papers

- None

ANNUAL CORPORATE RISK REPORT JULY 2022



Introduction

Risk is present in everything we do to improve outcomes and deliver services. Local authorities, our communities and partners experience a wide range of significant risks including: cyber-attacks, adverse weather conditions and safeguarding incidents. More recently, pressures from inflation and the increased cost of living have impacted on the council’s risk profile and will continue to do so in the immediate future.

Our Best City Ambition, introduced earlier in 2022, aims to tackle poverty and inequality and improve the quality of life for everyone who calls Leeds home. Central to this, focus is placed on improving outcomes across the Three Pillars of Health and Wellbeing, Inclusive Growth and Zero-Carbon. Linked to the Ambition are a series of shared Values and Behaviours covering aspects linked to good risk management such as ethical behaviour and the staff code of conduct. Strong risk management arrangements are essential to minimise the risks of failing to achieve the ambition and outcomes. Our policy is to identify, analyse and manage potential threats and opportunities posed by risk.

Background information

The previous annual corporate risk management report was considered by Executive Board on 21 July 2021. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council’s Risk Management Policy and in line with the Best City Ambition outcomes. The remainder of this report focuses on the management of the most significant risks currently on the corporate risk register.

This report is supplemented by an annual assurance report on the authority’s risk management arrangements considered each year by the council’s Corporate Governance and Audit Committee. These reports are publicly available and focus on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels. The most recent report was approved at the Committee’s meeting on 17th December 2021.

Risk Management Framework

The council’s risks are identified, assessed and managed using six steps:



These iterative steps enable us to:

- Understand the nature and scale of the risks we face.
- Identify the level of risk that we are willing to accept.
- Recognise our ability to control and reduce risk.
- Recognise where we cannot control the risk.
- Take action where we can and when it would be the best use of resources. This helps us make better decisions and deliver better outcomes for our staff and the people of Leeds.

The steps are applied across the organisation through the Leeds Risk Management Framework: at strategic and operational levels and for programmes and projects. The adoption of the framework and compliance with it has helped to embed a risk management culture within the organisation. This report considers the strategic level: the arrangements in place to manage the council's corporate risks.

The national and regional risk environment

A wider assessment of the external environment and potential risk factors is constantly undertaken. For example, economic shocks or major shifts in public policy such as the current cost of living crisis are monitored. The LCC Policy Network made up of officers engaged in analysis and policy development is a key source of such insights.

The risk management arrangements take into consideration the National Risk Assessment (NRA), published by the Cabinet Office. The NRA captures the changing risk landscape affecting the UK and is also used to inform the more local West Yorkshire Community Risk Register. Council staff are members of West Yorkshire Prepared, the local resilience forum, which provides a good conduit for horizon scanning of changes to risks and threats. Together the NRA, West Yorkshire Community Risk Register and the work of the West Yorkshire Resilience Forum informs the review and update of the council's corporate risks on City Resilience and Council Resilience.

Active membership and participation with professional risk management organisations such as ALARM and the Institute of Risk Management (IRM) help us identify new and emerging risks as well as changes to existing risks facing the council and the city.

Council Values and Behaviours and risk

Through the risk management arrangements, the council seeks to embed an effective risk management culture across its values, and in the behaviour of all its staff and elected members. It is important that the strategic ambitions and objectives are aligned to the organisation's risk culture and risk management arrangements and the Values and Behaviours are followed. Where this is not the case, there would be an increased likelihood of risks occurring and their impact being material.

Corporate Risks

Defining a corporate risk

Corporate risks are those of significant, cross-cutting strategic importance that require the attention of the council's most senior managers and elected members. While all members of staff have responsibility for managing risks in their services, each of the corporate risks has one or more named 'risk owner(s)': members of the Corporate Leadership Team (the Chief Executive and directors) and Executive Board portfolio holders' who, together, are accountable for their management. The Executive Board as a whole retains ultimate responsibility.

Corporate risks can be roughly split into two types: those that could principally affect the city and people of Leeds and others that relate more to the way we run our organisation internally. An example of a ‘city’ risk includes major flooding or a breach in the safeguarding arrangements that help protect vulnerable people; these are often managed in partnership with a range of other organisations. An example of a more internal ‘council’ risk is a major, prolonged failure of the ICT network. Some risks clearly impact on both the city and the council – a major disruptive event in the city being a current example.

How corporate risks are assessed and managed

Each corporate risk has a current rating based on a combined assessment of how likely the risk is to occur – its probability - and its potential impact after considering the controls already put in place. When evaluating the impact of a risk we consider the range of consequences that could result: effects on the local community, staff, the services we provide, any cost implications and whether the risk could prevent us meeting our statutory and legal requirements.

A consistent ‘5x5’ scoring mechanism – seen at annex 1 of this report - is used to carry out this assessment of probability and impact which ensures that the risks are rated in the same way. Target ratings are also applied for each risk based on the lowest probability and impact scores deemed viable to manage the risk to an acceptable level given the amount of resources available to deal with it. These are used to compare the gap between ‘where the risk is now’ based on a reasonable worst-case scenario, to ‘how low do we aim for the risk to go’ and so help determine whether additional actions are needed to manage the risk down to the target level.

The greater the risk, the more we try to do to manage it if it is in our control and if that would be the best use of resources. The council takes a balanced approach, recognising that the cost and time involved in managing the risk down to nothing may not always be the best use of public money and we factor this in when establishing the target rating and developing our risk management action plans.

Risks are reviewed and updated regularly through horizon scanning, benchmarking and in response to findings from inspections and audits, government policy changes and engagement with staff and the public.

Managing risk is the responsibility of everyone, is at the heart of the council’s culture and values and has to be reflected in the behaviours of staff and elected members. This helps ensure that risk decision making is both open and transparent.

Current corporate risks

The risk map overleaf at Figure 1 summarises the risks on the corporate risk register at July 2021 and their current ‘reasonable worst-case scenario’ ratings based on combined probability and impact scores.

Many of the risks shown on the risk map will come and go as the environment changes. However, there are a set of ‘standing’ corporate risks that are likely to always face the council:

- Safeguarding children
- Safeguarding adults
- Health and safety
- City and council resilience
- Climate change adaptation / mitigation
- Financial management (in-year and the medium-term)
- Information management

The remainder of this report provides a summary assurance on how each of these standing corporate risks is managed, signposting to where further information can be found. It also provides assurance on those risks currently rated as ‘red’ – i.e. of the highest significance – that do not fall into the standing risk category: major flooding, major cyber incident, care market sustainability and escalating levels of poverty in the city. An overview of the risks covered in this report is provided at Table 1, detailing their full descriptions and risk owners. Further details about how the risks are scored can be seen in Annex 1 of this report.

Figure 1: Corporate Risk Map at July 2022
Supporting our Best City ambitions

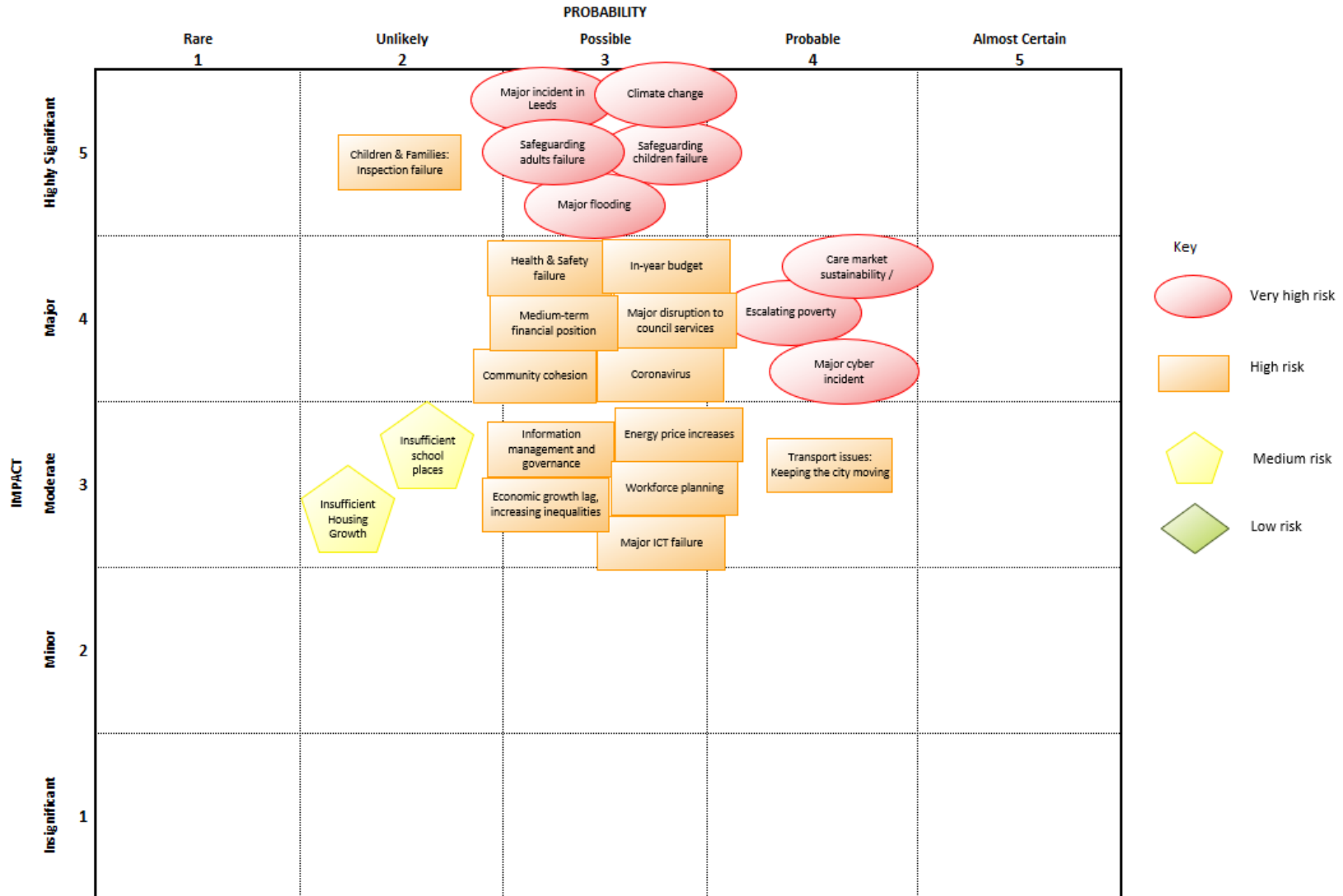


Table 1: Overview of significant and ‘standing’ corporate risks

Risk area	Description	Accountability (Risk owners)		Current Rating
		Senior officer	Member & Portfolio	
Major cyber incident	Risk to citizens, council and city as a result of digital crime, process failure or people’s actions	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	Very High
Care market sustainability	Without a thriving care market in the city, there is a risk that people in need of care services are not able to access them when needed or that services are not of sufficient quality	Cath Roff, Director of Adults and Health	Cllr F Venner: Executive Member for Children, Families and Adult Social Care	Very High
Escalating poverty	The impact of poverty in the city escalates due to factors such as inflation, fuel, food and energy prices increases.	James Rogers, Director of Communities, Housing & Environment	Cllr M Harland: Executive Member for Communities	Very High
Safeguarding children	Risk of harm, accident or death to a child linked to failure of the council to act appropriately according to safeguarding arrangements	Sal Tariq, Director of Children and Families	Cllr F Venner: Executive Member for Children, Families and Adult Social Care	Very High
Safeguarding adults	Failure a) of staff in any council directorate to recognise and report a risk of abuse or neglect facing an adult with care and support needs in Leeds, and b) of staff adult social care to respond appropriately, in line with national legislation and safeguarding adults procedures	Cath Roff, Director of Adults and Health	Cllr F Venner: Executive Member for Children, Families and Adult Social Care	Very High
Major flooding	Major flooding, especially north of the city centre station, occurs in Leeds that has a significant impact on homes, business, land and infrastructure	Martin Farrington, Director of City Development	Cllr M Rafique: Executive Member for Environment & Housing	Very High
City resilience	Risk of significant disruption in Leeds	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	Very High
Climate change	Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment)	Neil Evans, Director of Resources	Cllr H Hayden: Executive Member for Infrastructure and Climate	Very High
In-year budget	The council’s financial position goes into significant deficit in current year resulting in reserves being less than minimum specified by council’s risk-based reserves policy	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	High
Medium-term financial position	The council cannot balance its Medium-Term Financial Strategy	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	High
Council resilience	Risk of significant disruption to council services and failure to effectively manage emergency incidents	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	High
Health and safety	Risk of a health & safety failure resulting in death, injury, damage or legal challenge	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	High
Information management	Risk of harm to individuals, partners, organisations, third parties and the council as a result of non-compliance with Information Governance legislation and industry standards	Neil Evans, Director of Resources	Cllr D Coupar: Executive Member for Resources	High

Major cyber incident corporate risk assurance

Risk overview

The council's digital infrastructure is under constant attack from malicious sources attempting to disrupt the confidentiality, availability and integrity of our information or bring our systems and applications to a standstill, severely impacting our ability to deliver critical services to the public. Cyber criminals seek to exploit UK public organisations and infrastructure for profit. Their technical sophistication varies from small scale fraud from individuals and gangs to advanced organisations. The world cyber climate also presents threats; following the attacks on Ukraine, the [National Cyber Security Centre](#)¹ (NCSC) called on organisations in the UK to bolster their online defences. Internal threats to cyber security can arise from the inadvertent actions of employees, or from the malicious intent of insiders such as disgruntled or former employees.

Key controls in place to manage the risk

- **People** – Roles and responsibilities are clearly set out, including a Senior Information Risk Owner, Data Protection Officer and a Cyber Assurance Lead (a suitably qualified Cyber Security Professional). Mandatory information management and governance training for elected members and staff includes elements on 'cyber'. The message reinforced that this risk is everyone's responsibility.
- **Policies and processes** – An Information Assurance Policy, setting out the council's approach to managing information security and risk, includes cyber-security within its scope. This is complemented by the Remote Working Policy which includes information security measures for staff working at home or offsite.
- **Technology** – Filtering, blocking, scanning, firewalls, encryptions and access controls help prevent breaches of the council's IT network, council devices and systems. Over the last 12 months the level of cyber alerting, which assists the monitoring of cyber security threats for public sector organisations, has increased. The council network is subject to approx. 5 million system intrusion blocks each month.
- **Assurance and Compliance** – Information Assurance (Cyber) forms part of the council's Annual Governance Statement which reports on the effectiveness of the council's internal controls, reviews and audits and adopting compliance regimes such as the government's Public Services Network (PSN) 2 Code of Connection and the Data Protection and Security Toolkit and cyber essentials plus for Health.

Further actions planned

- Implementation of Baseline Security Standards as part of an Information management system (ISMS).
- Ongoing work to retain the council's PSN compliance.
- Cyber security training for digitally enabled employees. Enhanced training to be developed for relevant staff.
- Progressing the outcomes of a regional disaster recovery exercise themed around a major cyber-attack.
- Implementing new cyber-resilience tools
- Continue to follow industry best practice and adopt any future updates from sources such as the Information Commissioners Office (ICO) and the National Cyber Security Centre.
- Funding from DLUHC to improve our cyber posture and an action plan setting out how this will be spent.

More information

An annual report is considered by the council's Corporate Governance and Audit Committee which details the steps being taken to maintain and improve the authority's information governance and cyber arrangements. The report from February 2022, is available [here](#).

DLUHC Digital is developing a local government cyber security standard, termed the Cyber Health Framework. Further details can be seen [here](#).

¹ - The NCSC also issues cyber security guidance for public sector organisations.

² PSN Code of Connection (CoCo) is an independent security assessment of external and internal network infrastructure and devices.

Care market sustainability corporate risk assurance

Risk overview

The Care Act 2014 places a duty on the local authority to promote the efficient and effective operation of a market in services to meet the care and support needs of adults within its area which includes ensuring that people have access to high quality services and providers in the city. £248m (65%) of the Adults and Health Directorate budget³ is spent on externally commissioned care and support services. Without a thriving care market in the city, there is a risk that people in need of care services are not able to access them when required or are not able to access quality services when required, placing the council in breach of its legal duty. The availability of staffing within externally commissioned services is still a major concern within the care market. In addition, there are significant financial pressures on the sector particularly in relation to rising energy and fuel costs and the ending of additional funding from the government through the Workforce Recruitment and Retention Fund and Infection Control Fund.

Key controls in place to manage the risk

- Quality frameworks implemented in services commissioned by the authority which include provisions for financial monitoring, business continuity planning as well as monitoring the quality of the service.
- Adult Social Care Provider Forum held with care providers and the wider care sector to discuss wide ranging issues affecting the care sector in the city such as financial climate and workforce.
- Additional funding has been provided for the 2022/23 home care contract to raise the wages of staff in the independent sector to a level above the Real Living Wage to assist providers with recruitment and retention.
- Closer working with the CCG to better manage the oversight of the regulated care markets.
- Contract management meetings with individual providers and sector provider forums.
- A plan, including lessons learnt, is in place ready to be used in the event of a care provider failure.
- Liaison with the CQC through regular contact between inspectors and officers and regular information sharing meetings to gather early intelligence on poor quality services being provided.
- Information sharing with the care market through a regular care bulletin and improved care quality website.

Further actions planned

The Government's Market Sustainability and Fair Cost of Care Fund will be implemented in the city over the next three years. This fund has the aim of increasing local authority fees payable to independent sector providers and strengthening internal commissioning and contract management capacity to ensure greater market oversight. The Fund requires the completion of a cost of care exercise for older adults care homes and 18+ home care, together with the completion of a Market Sustainability Plan.

Additional actions being progressed include:

- Leeds has been taking part in national recruitment campaigns with the NHS to recruit people into social care roles in the city.
- A significant programme is underway to recommission home care services in the city.
- Work is currently ongoing to identify the providers who may be more affected by market issues and therefore at greater risk of financial instability.

More information

[Market sustainability and fair cost of care fund 2022'23 guidance.](#) Sets out the guidance to support local authorities in administering the Market Sustainability and Fair Cost of Care Fund.

³ Gross Managed Expenditure Budget

Escalating poverty corporate risk assurance

Risk overview

At the heart of the [Best City Ambition](#) is the mission to tackle poverty and inequality and improve quality of life for everyone who calls Leeds home. The council and partners across the city have been recognised for the work undertaken on reducing poverty for many years. Despite this, poverty and financial exclusion have continued to worsen in Leeds and across the UK, and in the wake of the COVID-19 pandemic, the situation has now been further intensified by the cost of living crisis. Barriers including lack of awareness or understanding, and digital exclusion are further compounding the situation and are preventing people from reaching services. With more households experiencing hardship for the first time, and many already below the poverty line facing destitution and desperation, the wide-ranging citywide support offer must be both maintained and enhanced to support Leeds residents and prevent further escalation.

Key controls in place to manage the risk

- The council's Financial Inclusion Team works closely across council services and alongside national and local partners such as DWP, Advice Agencies, [Leeds Credit Union](#), [Leeds Food Aid Network](#) as well as many third sector organisations, to run initiatives and schemes that reduce the impacts of poverty and strengthen the financial resilience of residents and communities in the city. The team is responsible for the [Money Information Centre](#) website and the [Leeds Poverty Factbook](#).
- The Healthy Holidays initiative which provides activities and meals to children eligible for free school meals during the Easter, Summer and Christmas holidays.
- Addressing food insecurity through [Leeds Food Aid Network](#), [Fare Share and Rethink Food](#).
- [The Leeds Migration Partnership](#) is working on influencing organisations, to prevent them from excluding people e.g. The move to a cashless approach means asylum seekers are unable to access services. Partner support those who are destitute, by supplying mobile phone data and emergency food provisions.
- Neighbourhood Improvement Boards & Community Committees
- Local Welfare Support Scheme, providing emergency support for food, fuel and essential household items.
- The Household Support Fund provides households with payments to help with essentials such as food, utilities and clothing.
- The Child Poverty Strategy for Leeds focuses on ensuring that poverty presents no barriers for our children and young people.

Further actions planned

Work is being undertaken on developing a city solution to welfare provision and on addressing the cost-of-living crisis. This work is reflected in the 'Understanding and Addressing the Cost-of-Living Crisis' report to July Executive Board, with recommendations including:

- To approve the establishment of a strategic, cross cutting, welfare group with the aim of taking a proactive approach to addressing issues Leeds residents face relating to the cost of living crisis
- To agree to bring forward a themed report on the cost of living crisis, for each of the three pillars of the Best City Ambition.

More information

- [The Leeds Poverty Factbook](#) helps us to understand and document the levels of poverty in Leeds; inform policies and assist in the City's anti-poverty agenda. The Fact Book contains national and locally sourced data and information to help define and analyse the different themes of poverty.
- [Financial Exclusion and Poverty - Historic Trends in Leeds](#). This research data and evidence has helped us to direct decisions on where resources should be focussed.

Safeguarding children corporate risk assurance

Risk overview

The potential consequence of a significant failure in safeguarding is that a child or young person could be seriously harmed, abused, or die. This is a tragic outcome for all, including the family of the young person. From a council perspective, this could damage the council's reputation, depending on the seriousness of failure, and could possibly lead to intervention by Ofsted and/or government.

Key controls in place to manage the risk

- **Early Help Hubs:** Multi-agency services located in communities where families live. This ensures that families have access to the services they need to provide appropriate support in a timely and accessible manner. Provide capacity for Leeds to address issues across the whole early help offer. For example, Early Help practitioners from the Hubs are now working alongside colleagues at the Front Door to better align early help services with Duty and Advice, directly preventing escalation into statutory services where appropriate by offering a timely early help response.
- **The [Front Door](#)⁴ Safeguarding Hub:** Partners are co-located and work in partnership to safeguard children and young people. Professionals can have direct conversations with qualified social workers, which leads to a better-quality of information sharing at an early stage.
- **Plans and strategies:** Safeguarding is a clear priority in the strategic plans of the council (Child-Friendly Leeds) and relevant partners, in particular the Children and Young People's Plan, the work of the Children and Families Trust Board and the Child-Friendly Leeds initiative. Through the council's Safeguarding Policy, all council staff have an obligation to protect all children, and vulnerable adults.
- **Maintaining a strong safeguarding partnership:** The responsibilities for safeguarding are collectively held by the council, the local clinical commissioning group, and West Yorkshire Police, through the independently chaired [Leeds Safeguarding Children Partnership](#) (LSCP). The LSCP has close working relationships with a range of organisations, including those from the health, housing and third sectors, and the Leeds Safeguarding Adults Board. This enables partners to work towards making Leeds a Safe Place for Everyone. Partnership working also include learning from experience (lessons learned) to improve the way we work.
- **Inspection:** The most thorough assurances for this risk are the independent external inspections by Ofsted and the Care Quality Commission (CQC). The [most recent Ofsted inspection](#), in February 2022, found services for children to be outstanding, retaining the judgement from the 2018 inspection.
- **Social work structure:** The structure of the Social Work service in Leeds and the delivery of early help through the cluster working model both reflect the importance of targeted work to support children, young people, and families in the most deprived areas of the city. As is the case nationally, deprivation in Leeds is linked to high levels of demand for social work services, and the Children's Social Work Service has responded proactively to this, establishing additional social work teams in areas of particularly high demand and locating its Early Help Hubs in these areas as well. We will work to maximise recruitment and retention by further improving our recruitment systems.
- **Social workers:** Qualified social workers are based at the Front Door along with police and health practitioners as part of the council's partnership arrangements. This ensures timely multi-agency decisions about safeguarding concerns can be made by the relevant professionals. Out of hours safeguarding concerns are dealt with by the Emergency Duty Social Workers, based with the Police Safeguarding team.
- **Performance management/quality assurance:** There is a robust performance management and quality assurance framework in place that ensures management oversight at every level, internal scrutiny and

⁴ Front Door is term used in Leeds when talking about our arrangements where partners are co-located and work in partnership to safeguard children and young people.

review. In the 2022 Ofsted inspection, it was noted that, “since the [focused visit](#) [July 2022], the quality assurance framework and audit process have been reviewed and refreshed. Audits are now completed by team managers independent from the child’s social work team, leading to greater oversight and independent scrutiny of the quality of practice”.

- **Reporting arrangements:** Clear and well-publicised guidance is available on [Leeds.gov.uk](#) and [LSCP](#) websites for members of the public and practitioners on how to report child safeguarding concerns.
- **External partners:** Challenge and scrutiny from external experts, leading practitioners, and the extensive use of research to inform practice. Leeds is engaged in regular regional peer challenges and health checks that provide a strong methodology for support and challenge across the region.
- **Children Missing Education (CME):** procedures and protocols in place. All known CME living in Leeds are allocated a key worker to support admission into a school. Relevant staff are trained so they are able to establish the links between CME and other issues including child sexual exploitation, human trafficking and domestic violence.

Further actions planned

As the country moved from lockdowns and containment strategies to ‘living with Covid’, Children and Families have published a Covid-19 Transition Plan, which brings together activity from within the directorate, other council services, and partners to support key improvement priorities from the Children and Young People’s Plan. Selected actions from this plan include:

- Strengthening our approach when working with those affected by domestic violence and abuse.
- Reviewing and enhancing the Continuing Professional Development offer to social care practitioners.
- Completing the Early Help review and proposing new delivering models for Family and Community Hubs and our therapeutic support offer.
- Improving the quality of strategy discussions and ensuring key partners are involved.

Other actions include:

- Ongoing work in response to domestic violence and abuse and to children at risk of exploitation.
- Recruitment and additional demand upon the service continue to be of significant concern; however, the transition plan is achieving some progress. There are no quick gains as these are national issues and Leeds is working with other local authorities and the Department for Education in trying to find national solutions.
- Ongoing [campaigns](#) through the Leeds Safeguarding Children Partnership.
- A review of Early Help services in Leeds includes the establishment of Family and Community Hubs, which build on our existing model of Early Help Hubs. The review will simplify structures and processes to make access to support easier for families, whilst also realising efficiencies and minimising duplication; ensuring people receive the right service at the right time.
- Leeds is one of 18 local authorities who are part of a national project implementing the Workforce Race Equality Standard. The programme began in April 2021, with key areas of focus on nine metrics by which local authorities measure their performance in relation to BAME workforce equality. For the first six months of the project, Leeds collated data to explore and develop insight into inequality within the Leeds workforce. The data has informed the next steps of the project which will look at grievance reporting and the way in which associated information is collated and reported.

More information

For more details on how the council and its partners are working together to ensure that services are delivered in the right way, at the right time, so that children are safe, please refer to the Leeds Safeguarding Children Partnership website, [here](#).

The letter from the February 2022 Ofsted inspection is available [here](#).

Safeguarding adults corporate risk assurance

Risk overview

The abuse of adults with care and support needs in Leeds can happen anywhere, be committed by anyone and can take many forms. To prevent this type of abuse and to support individuals to meet their desired outcomes should harm take place, a range of safeguarding measures are in place. Should any of these measures fail, an adult may suffer violence, serious harm and/or ultimately death. Such a tragic outcome could represent a failure in the council's legal and ethical safeguarding duties and have significant resource implications including financial costs, ombudsman enquiries and even judicial review.

Key controls in place to manage the risk

The [Leeds Safeguarding Adults Board](#) (LSAB) is a multi-agency statutory partnership of organisations, including the council, that work together to both prevent and end abuse of adults with care and support needs in Leeds. The SAB has a three year [Strategic Plan](#) and produces an annual report which sets out specific actions that help the Board and its partners achieve its ambitions. Other controls in place to manage this risk include:

- Multi-agency [Safeguarding Adults Policies and Procedures](#), including national and regional guidance.
- Cross-Council Safeguarding Policy: all council staff have an obligation to protect all children, and vulnerable adults. The Policy helps employees to understand, recognise, and report a safeguarding concern. This is delivered through the Cross-Council Safeguarding Group which brings together senior managers to coordinate the actions of Safeguarding Lead Officers.
- The SAB undertake safeguarding adults reviews (in accordance with the Care Act 2014) and share the learning and associated actions with the council and partners, to ensure lessons are learned.
- The Safeguarding theme runs through the work of [Safer Leeds Partnership](#), the city's community safety partnership. Linked to this, the LSAB has close working arrangements with a range of organisations including the Leeds Safeguarding Children Partnership.
- Checks are made by the [Care Quality Commission](#) (CQC⁵), the independent regulator of health and social care in England on the quality of care in registered services. The council also undertakes contract management and quality assurance of commissioned care services.
- Clear, simple and easy to find information available on [what abuse is and how to report it](#).
- The Front Door Safeguarding Hub, the partnership arrangements through which a wide range of safeguarding partners work to support people who have been subject to Domestic Violence and Abuse.
- A rigorous and tiered training and competency framework for front line staff.
- In 2022 [an Exceptional Risk Forum](#) was established by the SAB, offering a fresh perspective and multi-agency advice and recommendations as to how a vulnerable person's risk could be reduced. An evaluation of progress to date was presented to the SAB in April.

Further actions planned

A Yorkshire and Humber Peer Challenge took place in April 2022 and the outcomes from the recently issued report are being evaluated and an action plan put in place. There are also a number of new developments from the LSAB which will positively impact including a review of workforce development and training for commissioned and third sector services.

More information

The most recent Leeds Safeguarding Adults Board annual report (2020/21) is available [here](#).

⁵ The CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. It sets out what good and outstanding care looks like and makes sure services meet fundamental standards below which care must never fall.

Major flooding corporate risk assurance

Risk overview

Major flooding presents a clear threat to a wide range of stakeholders in Leeds. In recent years, Leeds has experienced a number of major flooding incidents including Storm Eva on Boxing Day 2015, which affected 3,500 homes and businesses and the more recent major storms of 2020 (Ciara and Dennis) and 2022 (Dudley, Eunice and Franklin).

Specific threats to communities and businesses from flooding include:

- Adverse impact on residents: loss of life or injury; personal distress and/or temporary homelessness.
- Damage to and contamination of domestic and business properties on large-scale.
- Damage to vital infrastructure of district, e.g. roads, rail, power, communications, water.
- Loss of confidence in the ability to cope with flooding leading to a decline in inward investment.

Flooding is the most significant climate risk we face as a city, but it's also important that actions to address this risk are progressed alongside work that the council and partners are doing across a whole range of other climate risks so that a more climate resilient city is developed.

Key controls in place to manage the risk

- The River Aire Flood Alleviation Scheme Phase 1 is one of the UK's largest flood defence projects and the first in the country to use moveable weirs as a pioneering solution to flooding. The scheme aims to reduce the risk of flooding in the city centre.
- A range of local initiatives across the city completed in recent years including the Wyke Beck Naturalised Flood Management Programme and Otley Flood Alleviation Scheme.
- Working closely with other local authorities and partners that oversee the investment in flood risk across the Yorkshire region as part of the Regional Flood and Coastal Committee. Together, these form the West Yorkshire Resilience Forum for preparedness to respond to major and often cross boundary emergencies.
- Arrangements are in place to warn and inform the public and businesses about incidents via a range of channels including Leeds Alert⁶, twitter: @leedsemergency and the Emergencies page of [Leeds.gov](https://www.leeds.gov).
- A Local Flood Risk Management Strategy which outlines the approach the council and other agencies will take. The Strategy contains: the objectives for managing flood risk; measures proposed to achieve those objectives; timeframes for any measures and their costs and benefits and funding plans.

Further actions planned

- In conjunction with the Environment Agency, the council is progressing the Flood Alleviation Scheme [Phase 2 \(FAS 2\)](#). When completed later in 2023, FAS2 will see the city move from one with no flood defences to one with 1:200 year standard of protection.
- The development of a capital programme of local initiatives to reduce the risk of flooding across Leeds to improve the resilience and self-reliance of communities including the use of Nature Based Solutions..
- Working with partners across West Yorkshire including academia and West Yorkshire Combined Authority, businesses and other organisations to develop greater resilience in the city.

More information

- Details of schemes including FAS 2 can be seen at [Leeds City Council Flood Resilience](#)
- The most recent [Flood Risk Management](#) report to the Infrastructure, Investment & Inclusive Growth Strategy Board in February 2022 (Item 7).
- Information on how to prepare for and respond to [emergencies](#) including flooding on the [leeds.gov](https://www.leeds.gov) website.

⁶ The warning and informing tool for businesses and members of the public to subscribe to

City and council resilience corporate risk assurance

Risk overview

Leeds, like any other major city, can suffer disruptions caused by the impact of a major incident or emergency. Under the Civil Contingencies Act (2004), category 1 responders⁷ which include local authorities, have a statutory duty to be prepared for emergencies and to be able to continue to deliver critical aspects of their day-to-day functions in the event of a disruptive incident. Disruptive incidents can take many forms and should any of them arise then the impact would be felt externally, by citizens, communities and businesses, and internally, by the services delivered by the council which may be reduced or even suspended. Leeds has experienced a number of disruptive incidents in recent years with the coronavirus pandemic presenting the city, its people and communities with the biggest challenges, post war. The risk would be exacerbated should more than one major incident occur in the city at the same time.

Key controls in place to manage the risk

- A 'top down' approach to managing risks based on the [National Risk Register](#) which compares, assesses and prioritises all major disruptive risks to the UK's national security. This informs the West Yorkshire Community Risk Register which in turn forms the basis of multi-agency planning between the council and partners.
- Working closely with other local authorities and partners that together form the West Yorkshire Resilience Forum for preparedness to respond to major and often cross boundary emergencies.
- Arrangements are in place to warn and inform the public and businesses about incidents via a range of channels including Leeds Alert⁸, twitter: @leedsemergency and the Emergencies page of [Leeds.gov](#).
- The council and multi-agency partner organisations' ability to quickly assemble a 'Gold, Silver, Bronze' command structure in line with JESIP (Joint Emergency Services Interoperability Programme) principles.
- Incident Response and Business Continuity Plans that cover both the response and recovery aspects.
- Provision of advice and assistance to business and voluntary sector.
- Working together with partners from the Safety Advisory Group⁹ (SAG) to deliver events safely.

Further actions planned

- Attending regional exercises designed to test our plans and cascading outcomes and recommendations into Emergency Planning and Business Continuity Management arrangements.
- Ongoing work with businesses and other organisations to develop greater resilience in the city.
- Promoting resilience in the city by communicating effectively with communities, businesses and the public.
- Continuing to support national counter-terrorism campaigns and initiatives.
- Learning from incidents that happen to other organisations and contribute to any lessons learned from them.
- Implementing recommendations from the Government's [Protect Duty](#) consultation – designed to make the public safer at publicly accessible locations.

More information

Information on how to prepare for and respond to [emergencies](#) including flooding on the [leeds.gov](#) website.

The West Yorkshire Police website contains details of the [West Yorkshire Resilience Forum](#) and the [West Yorkshire Community Risk Register](#).

⁷ The Civil Contingencies Act 2004 requires local authorities to provide advice and assistance to those undertaking commercial activities and voluntary organisations in relation to business continuity management.

⁸ The warning and informing tool for businesses and members of the public to subscribe to

⁹ SAGs are usually co-ordinated by a Local Authority (LA) and are made up of representatives from the LA, emergency services, other relevant bodies and the event organiser. SAGs provide a forum for discussing and advising on public safety at an event.

Climate change corporate risk assurance

Risk overview

The climate change threat is one of the greatest challenges facing this and future generations across the world. Leeds is already experiencing a warmer climate than the historical average. Further warming is highly likely, and it is important that we take steps to mitigate the impact on the people, communities, infrastructure, economy and natural environment of the city. Whether Leeds experiences the worst impacts of climate change¹⁰ is uncertain and will depend on progress to transition to a net zero economy both locally and globally. The council has a significant role to play in tackling climate change, leading by example in adapting our own operations to reduce emissions and supporting businesses, households and individuals to do the same, and also in helping to reduce the impacts of extreme weather events on Leeds.

Key controls in place to manage the risk

Some of the controls are detailed in the city and council resilience risk seen elsewhere in this report with additional climate change-specific controls including:

- The [Leeds Climate Commission](#) and [Yorkshire and Humberside Climate Commission](#) informs the work we do to tackle climate change. The Commissions bring together key organisations and actors from across the city and region and from the public, private and third sectors and helps Leeds make positive choices on issues relating to energy, carbon, weather and climate.
- The [Climate Emergency Advisory Committee](#) is authorised to consider and make recommendations regarding climate change and sustainability.
- Working with West Yorkshire Combine Authority (WYCA) to deliver the [Connecting Leeds Transport Strategy](#), which includes the promotion of public transport usage and active travel.
- Increased use of electric vehicles in the council fleet.

Further actions planned

Reduce the level of greenhouse gas emissions from the city to net zero by 2030 by:

- Halving the carbon footprint from council operations to net zero by 2025.
- Supporting businesses and homeowners to implement energy efficiency and renewable energy projects to reduce their own carbon footprints.
- Promoting cycling, walking, the use of public transport and zero emission vehicles. This includes tackling emissions from 'grey fleet' – staff-owned vehicles used to carry out council services.
- Building sustainable infrastructure, including large scale renewable energy projects.

The council's website will be updated in the coming months to reflect, and signpost to, current plans and policies in relation to climate adaptation, along with information and guidance for residents and businesses summarising the hazards and how to build preparedness within Leeds communities.

Deliver enhanced city-wide engagement with every community in Leeds over the next 12 months to raise awareness of, and receive feedback on, the council's activity to support climate mitigation and adaptation.

The actions that the council can take within the powers and resources at its disposal will not be sufficient to move the city to a net zero carbon position. There are areas where government policy changes are required and where further funding is needed. The council will seek to influence national policy through national and regional engagement.

More information:

Further details about the actions we are taking can be seen in the most recent [Climate Emergency Annual Report](#).

¹⁰ Such as impacts related to 2 degrees or more of global warming

Financial management corporate risk assurance

Risk overview

The council's current and future financial position is subject to a number of risks, notably not addressing the financial pressures in a sustainable way so that the revenue budget cannot be balanced and the council's financial position going into significant deficit. Failing to deliver a balanced budget that addresses these issues both in the short and medium-term will ultimately require the council to consider even more difficult decisions that could have a far greater impact on front-line services, including those that support the most vulnerable. If the council's Chief Officer - Financial Services in their professional opinion considers that the authority cannot deliver a balanced budget position in 2022/23, a Section 114 notice would have to be issued, prompting an emergency budget.

Key controls in place to manage the risk

- **Roles and responsibilities** - financial management within the council is delivered by colleagues who report to and are accountable to the Chief Officer - Financial Services (the Section 151 Officer).
- **Strategic financial planning** – focussing on the annual funding settlement from government and wider reform of local government funding.
- **Budget preparation and setting** – revenue and capital budget planning, both for the upcoming budget year and over the medium term. Budget proposals are subject to scrutiny and public consultation and are submitted to Full Council for approval in February.
- **In-year budget monitoring** – financial management and monitoring continues to be undertaken on a risk-based approach where financial management resources are prioritised to support those areas of the budget that are judged to be at risk. Both revenue and capital budgets are continually monitored and reported regularly to senior managers and members. Financial Health Monitoring Reports are reviewed by the council's Executive Board at each meeting.
- **Closure of accounts** – timely accounts without audit qualification ensure we can properly account for resources used during the year and fully understand the council's financial standing.
- **Audit inspections** – providing elected members and the public with independent assurance that the accounts reflect a true and fair view of the council's financial position.
- **Engagement** – the council value of 'spending money wisely' is part of the organisational culture and, along with the other shared Values and Behaviours, forms part of staff appraisals.

Further actions planned

Whilst the council continues to make every effort to protect the front-line delivery of services, it is clear that the position remains difficult to manage financially. In addition to the inherent pressures on the council's financial position due to demand and demography, there needs to be a continued focus on dealing with the financial implications for the council from the coronavirus pandemic, pay and price inflation and consideration of the economic impact of the rising cost of living, both in terms of demand pressures for the council's services and loss of income for services the council provides.

The council's Executive Board will be receiving a number of financial reports in the current municipal year including those on the Capital Programme and the Treasury Management Strategy, with a further update to the authority's rolling 5-year Medium-Term Financial Strategy scheduled for September 2022.

More information

[Our financial plans](#) and [Our financial performance](#)

Health and safety corporate risk assurance

Risk overview

Should a serious health and safety (H&S) incident arise from the many services that the council provides or commissions, it could result in death, injury or chronic ill-health to a wide range of stakeholders including service users and staff. If things go wrong, regulatory and enforcement bodies such as the [Health and Safety Executive](#) (HSE) could undertake investigations into the council and this may require the suspension of services or closure of buildings. Civil claims for compensation can also be brought against the organisation by employees or members of the public injured due to the council's work activities.

Key controls in place to manage the risk

- **Health, Safety and Wellbeing Policy and Strategy** – setting out the council's commitment to H&S. The Strategy includes a set of refreshed priorities which are fire safety, staff and building security, violence & aggression, vehicle safety, mental health, Musculoskeletal Disorders, auditing, construction safety, risk management and hazard reporting. The new priorities cover the period 2022-2025.
- **H&S training, advice and support** – available internally for all staff through an in-house H&S and Occupational Health Team. Regular communications and engagement with staff on health, safety and wellbeing matters. Recent launch of 'Let's Talk H&S' for Managers as part of the council's Leadership and Management Development offer and mandatory fire safety awareness training for all staff.
- **Processes & reporting** – Regular reporting on H&S issues and performance to a range of internal stakeholders, including the Corporate Leadership Team (consisting of the council's Chief Executive and directors) and the Executive Board. An annual report to the Executive Board is produced which demonstrates how duties set out in the council's Health and Safety Policy are discharged.
- **Co-operation & Consultation** – between managers and employee representatives on H&S issues with various Directorate & Service level H&S Committees. Best practice is also shared between the council and other organisations through our networking arrangements.
- **Working with partner organisations** – essential pro-active maintenance of council buildings, schools and housing stock is carried out with contractors. A Fire Safety Concordat is also in place between the council and the West Yorkshire Fire & Rescue Authority (WYFRA). The Concordat aims to provide a framework to ensure that the roles and responsibilities of the two organisations are effectively translated into practical working arrangements.
- **Staff networks** - a wide range of staff network groups; a valuable resource that support and represent staff on issues or topics they relate to, or associate with. The networks include the Healthy Minds Group and Disability and Wellbeing Network (DAWN) which are both linked to health, safety and wellbeing.

Further actions planned

Over the coming months, actions will be focused on how council services can continue to recover from the coronavirus pandemic whilst maintaining health, safety and wellbeing standards. The 3-year plan on improving ten priority areas will assist with focussing on key areas of risk. Accompanying policies and guidance documents will also be reviewed and amended in line with this.

The council has a strategy for employees to support health and wellbeing. this is currently under review and will be revised later in 2022.

Further information

The council's latest Health, Safety and Wellbeing Performance and Assurance report was considered by the Executive Board in June 2021 and is available [here](#). The next report is scheduled to go to Executive Board in September 2022.

The [Health and Safety Executive](#) website provides H&S information, news and resources to help organisations.

Information management and governance corporate risk assurance

Risk overview

Failure to manage personal information properly could cause serious distress, harm or even death to individuals, with the council facing legal and enforcement action, fines and loss in public confidence. The council recognises the need to protect its information assets from both accidental and malicious loss and damage.

Key controls in place to manage the risk

The council has adopted a wide range of controls to ensure the resilience of the information governance arrangements. These cover the following themes:

- **People** – Roles and responsibilities are clearly set out, including a Senior Information Risk Owner, Data Protection Officer and a Caldicott Guardian (a senior person responsible for protecting the confidentiality of people's health and care information). Mandatory training for elected members and staff and internal guidance on managing information and cyber security is also provided, through which the message is reinforced that this risk is everyone's responsibility.
- **Policies and processes** – are in place that are fit for purpose and reflect legislative requirements- In particular the General Data Protection Regulation (GDPR) and Data Protection Act (2018) - including those for Information Assurance and Information Sharing. The Remote Working Policy for council staff includes information security measures for staff working at home or offsite
- **Technology** – the use of an IT system which simplified and replaced some of the previous manual and overly-complicated processes.
- **Assurance and Compliance** – Information management forms part of the council's Annual Governance Statement which reports on the effectiveness of the council's internal controls, reviews and inspections (internal and external) and adopting compliance regimes such as the government's Public Services Network (PSN)¹ Code of Connection and the Data Protection and Security Toolkit for Health.

Further actions planned

Information Governance is taken very seriously by the council, and this is evidenced by the on-going work to improve the management and security of our information.

- Further development towards an overarching and consistent Information Management Framework with associated policies and procedures updated and embedded.
- Development and implementation of the new statutory requests processes, including the implementation of a new, more easily configurable IT system.
- Undertaking a review of the current Data Protection Impact Assessment² (DPIA) process, utilising an appropriate system to maximise business efficiency and assurance.

More information

An annual report is considered by the council's Corporate Governance and Audit Committee which details the steps being taken to maintain and improve the authority's information governance. The most recent report from February 2022, which includes the annual report of the Caldicott Guardian, is available [here](#).

The [Information Commissioner's Officer \(ICO\)](#) website. The ICO is an independent authority upholding information rights in the public interest, promoting openness by public bodies and data privacy for individuals.

¹ PSN Code of Connection (CoCo) is an independent security assessment of external and internal network infrastructure and devices.

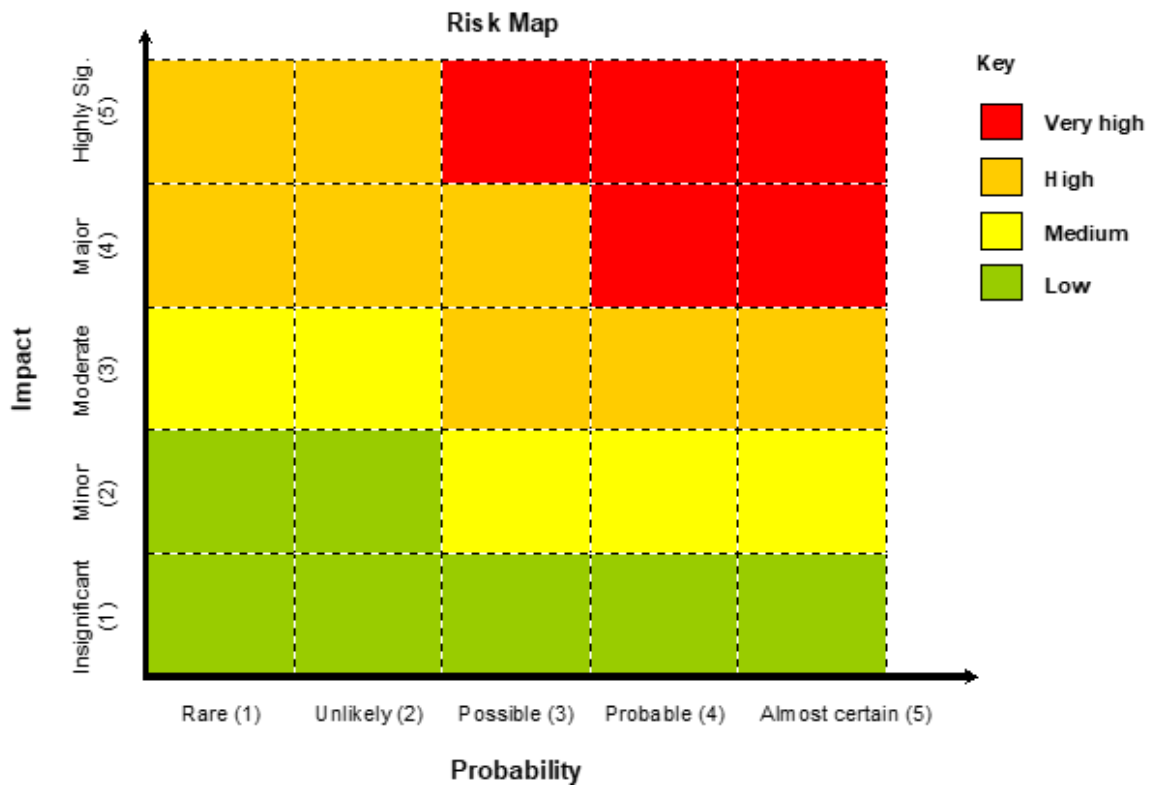
² A Data Protection Impact Assessment (DPIA) is a process to help organisations identify and minimise the data protection risks of a project. It is also good practice to do a DPIA for any other major project which requires the processing of personal data.

Annex 1: Leeds City Council’s Risk Evaluation Matrices

Risks that have been identified need to be analysed and evaluated (scored) using Risk Evaluation Matrices so that they can be prioritised for treatment. Risks ratings are based on a combined assessment of how likely the risk is to occur – its **probability** - and its potential **impact** after considering the controls already in place to manage/mitigate the risk.

A ‘5x5’ scoring mechanism is used to carry out this assessment of probability and impact which ensures that the risks are rated consistently. Together, these two scores combine to give a risk rating, one that is based on the **reasonable worst-case scenario**, which helps prioritise the risks for review and action.

The scores allow the risks to be plotted onto a risk map (below) used to illustrate and compare a group of risks.



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Contact Centre

Date: September 2022

Report of: Neil Evans Director of 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

What is this report about?

Including how it contributes to the city's and council's ambitions

- This report provides an update on the transformation work that is ongoing to deliver an efficient, accessible and customer focussed contact centre operation that is well equipped to support the outcomes of the Best Council Plan. The report also provides an overview of work volumes in the contact centre and current performance.

Recommendations

- a) To note the progress that has been made against the actions that were reported to this Board in February 2022.

Why is the proposal being put forward?

- 1 A programme of work aimed at transforming customer contact and improving the customer experience was presented to Scrutiny Board in February 2022. This report provides an update on the progress that has been made for each transformation and improvement activity, customer satisfaction and performance.

Current Performance

- 2 A new customer satisfaction survey was launched on 5th January 2022. Feedback is sought from an automated sample of customers who have telephoned the contact centre with a query or service request. Table 1 provides an overview of the survey questions, the scoring method and performance.

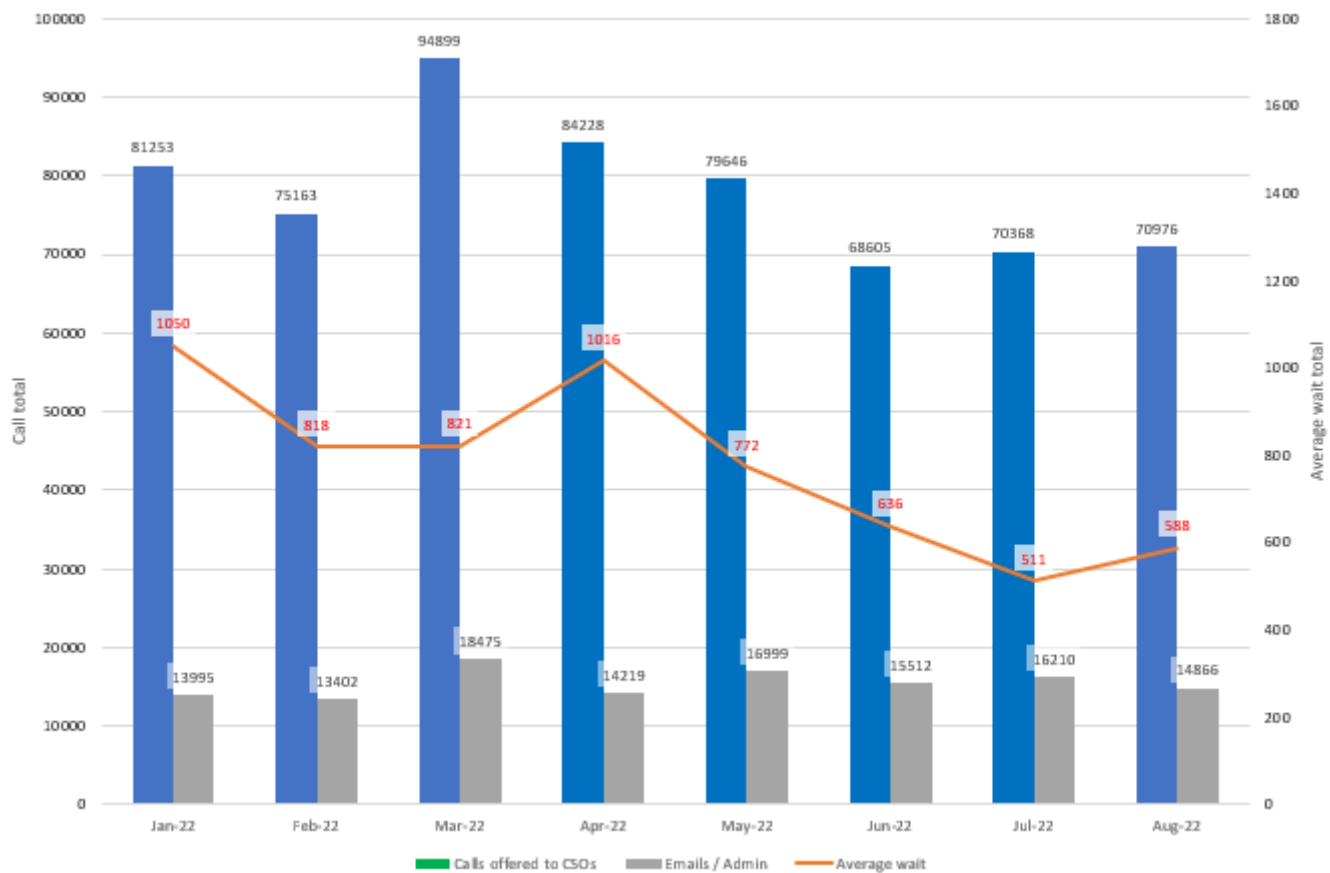
Table 1: Customer Satisfaction

Question	Jan	Feb	Mar	Apr	May	June	July	Aug
Knowledge: How satisfied were you with the adviser's knowledge when answering your questions and providing guidance? (1 – 5*)	84%	83%	85%	84%	84%	85%	85%	86%
Empathy: How satisfied were you with the adviser's ability to communicate in a positive and caring way? (1 -5)	86%	85%	87%	87%	87%	88%	88%	88%
General Satisfaction: Overall how satisfied are you with the service you received? (1 - 5)	78%	77%	80%	79%	80%	82%	81%	82%
First Contact Resolution: Is it the first time you have contacted us about this query? (Y/N)	75%	75%	78%	78%	76%	77%	77%	79%
Right First Time: Did we resolve your query on the call? (Y/N)	68%	70%	73%	71%	70%	72%	74%	73%
Answer: How satisfied were you with the time taken to answer your call? (1 - 5)	50%	54%	55%	53%	60%	62%	65%	62%
Web: Did you try to find the information you needed on the website before calling (Y/N)	47%	48%	47%	50%	50%	47%	47%	49%
Number of survey responses	1,844	1,853	2,366	1,996	1,647	1,758	2,006	2,002

* measures are shown as a percentage of total possible score from all responses (1 = 0, 2 = 0.25, 3 = 0.5, 4 = 0.75, 5 = 1, Yes = 1, No = 0). All scores are then aggregated.

- 3 The high number of survey responses and the automated sampling gives a good level of confidence that the scores are reflective of the service experienced by customers when they call the contact centre. The scores present a positive picture overall in respect of the knowledge and empathy demonstrated by the Customer Service Officers (CSOs) and indicate that generally, customers are satisfied with the service they receive. The average score for General Satisfaction was 80% from a total of 15,486 survey responses (from 5th January to 31st August). Our quality assurance processes include undertaking a review of all calls where the customer has indicated that they were not satisfied with the service they have received so that appropriate remedial action is taken and service levels are continually improved.
- 4 The satisfaction survey asks customers if they had tried to find the information they needed on our website before calling, and 48% of customers indicated that they had attempted to find the information they needed from the website before calling the contact centre. This suggests there is scope to improve the information available to customers on the website which will, in turn, improve the customer experience and reduce demand in the contact centre. Work is underway to re-platform due to the SharePoint search functionality being poor. Improvements will also be identified by carrying out further user research to ensure that the customer journey is clear, simple and flows in a way that our customers understand rather than the way that we understand it so they are more likely to find the service/request they need and follow the process from start to finish.
- 5 Satisfaction with the time taken to answer calls has increased from 50% in January to 62% in August. Chart 1 below shows the average waiting time month by month plotted against the volume of calls offered to CSOs.

Chart 1: Volume of calls and average waiting times



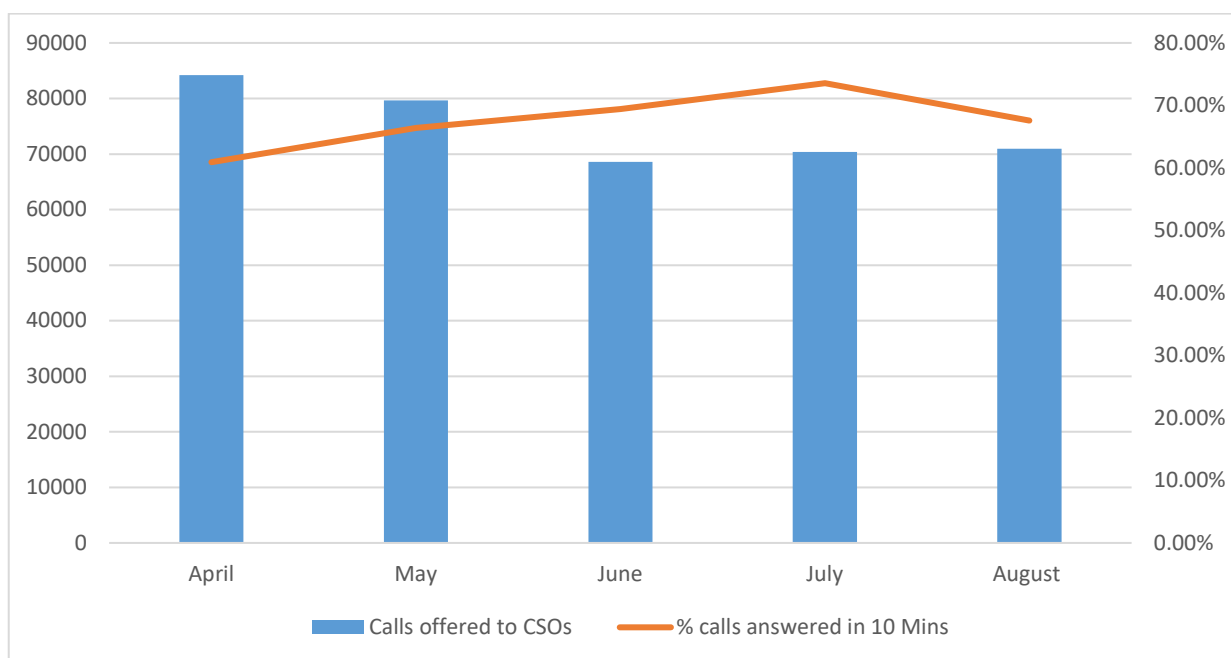
6 Chart 1 shows call volumes, email and admin work, and average speed to answer month by month since January 2022. There have been several key changes in demand for contact centre services this year. Overall, there has been a reduction in transactional contact from customers as digital options have improved, but there has also been an increase in more complex contact, where call handling times are longer. The overall average handling time for all calls for the period January to August 2021 was 540 seconds. For the period January to August 2022, the overall average handling time for calls increased by 13 seconds to 553 seconds. The main reasons for the increased handling time are summarised below:

- Council Tax annual billing generated an expected cyclical spike in contact in March. The peak was intensified and prolonged due to the additional contact that was generated with the announcement of the £150 energy rebate, as customers were calling to enquire when and how they would receive the payment. The combined total of Council Tax calls offered to CSOs in March and April 2022 (58,033) was 84% higher than during the same months in 2021 (31,479). The average length of these calls increased by 10 seconds to 783 seconds when compared to the previous year. E-mail volumes also increased because of this.
- Calls to our Local Welfare Support Scheme (LWSS) lines have increased since the energy price cap rise. For the period January to August, 6,811 more calls have been offered to CSOs in 2022 compared with 2021 (16,868 calls were received in 2021, compared with 23,679 in 2022). The average handling time for these calls is 823

seconds (724 seconds in 2021). Approximately half the calls received through the Welfare Support Services line result in assessments and back-office administration to be undertaken by contact centre staff. This work is included in the email and admin totals shown in chart 1.

- 7 The increase in calls that require longer handling has impacted the speed of progress in reducing call waiting times overall. Another significant factor that has impacted call waiting times is the increased call handling time required for Housing Repairs. The system performance issue has been investigated and a solution is expected to be rolled out in November 2022.
- 8 From April 2022, the contact centre has had access to an enhanced call data set which allows more detailed analysis of telephony activity. Chart 2 shows the percentage of calls answered within 10 minutes.

Chart 2: Percentage of calls answered within 10 minutes



- 9 Charts 1 and 2 show that there has been an improvement since the Council Tax peak in April. In August, the average speed to answer calls was 588 seconds and 67% of calls were answered within 10 minutes.

Operational improvement

Staffing

- 10 It was reported to Scrutiny Board in February that call waiting times needed to be addressed immediately and could not wait for broader service changes or digital alternatives. The contact centre’s resourcing plan has focussed on increasing staffing numbers to the level required to reduce call waiting times to preliminary target levels. Key activities have included:
 - launching an open external advertisement and introducing a rolling recruitment and training process.

- promoting a new recruitment campaign targeted at covering peak contact hours.
- 11 It was reported that the contact centre employed 126fte as direct service operators, that average staff turnover levels are 2fte per month, and that an additional 18fte were required to meet the service levels of 2 minutes for high priority lines and 5 minutes for other lines. As expected, the employment market has been challenging and although the rolling recruitment process has resulted in a regular intake of new staff, the staffing numbers recruited through this route have so far not been sufficient to meet demand. The new recruitment campaign targeted at covering peak hours has resulted in a good level of interest, however, and it is anticipated that staffing numbers will be at the required levels when all new starters are fully trained and operational, and when the recruitment activity that is in progress has been completed. New starters undergo a comprehensive training programme and gain practical experience before becoming fully operational, a process that takes several weeks. Performance levels will continue to improve as the new members of staff that have been appointed become competent in their roles.
- 12 The plans in place will ensure that staffing numbers take account of turnover and planned peaks and resource levels will be assessed on an ongoing basis and only reduced as the benefits of the transformation work are realised. Table 2 summarises the numbers of Customer Service Officers (CSO) who have left and joined the service since January 2022.

Table 2: CSO staffing levels

	Jan	Feb	Mar	Apr	May	June	July	Aug
Starters	2	3.57	3.61		4.01	6.09	4	8.51
Leavers	0.73	0.91		3.81			3.6	3
Total FTE (average for month)	122.76	125.49	131.91	134.11	134.45	140.15	143.97	148.88

- 13 The contact centre is an excellent training ground for staff who want to further their career within the service or in other roles across the council. Of the 13 people that have left the service since January, one person retired and nine have moved to other roles within the council.
- 14 A key element of the operational performance improvement work is to ensure that the contact centre function is managed in line with best practice. The contact centre is a member of an organisation that provides learning, benchmarking, best practice and support services for contact centre functions. The contact centre is working closely with this organisation to refine our planning and forecasting practices and ensure they are in line with best practice. This has included raising awareness of the importance of adhering to strong planning and operational practices through launching a tailored package of learning and development to all relevant staff in September.
- 15 The focus on data and performance information is being strengthened across the service and monitoring is being undertaken to ensure there is a consistent approach across all teams. Call listening, feedback, supervision and coaching are embedded in the quality assurance processes to promote a culture of continuous improvement within the contact centre, and the high levels of customer satisfaction shown in table 1 provide some assurance that these practices are being effectively applied. The performance of the contact centre along with the effectiveness of the digital options available to customers are closely monitored within the service and reported through the Contact Centre Board.

- 16 The contact centre is operating a hybrid model of working that aims to optimise the benefits of working in the office and at home in line with the corporate approach. Regular analysis of performance has identified no significant differences when staff are working from home compared to the office, however we believe that regular interaction in the office environment is beneficial for team building, coaching, induction and training purposes.

Channel Shift

- 17 It was previously reported to the Scrutiny Board that several opportunities have been identified to achieve savings and service improvement through transformation work linked to customer contact. These projects focus on tactical digital improvements that will automate processes and enable customers to self-serve at their own convenience. It is anticipated that by offering better online options for customers, there will be more capacity for the contact centre to handle complex cases which will enhance the user experience for non-digital customers.
- 18 Approximately 68k calls were received on the Refuse line during 2021 and many of these calls were in relation to missed or replacement bins. Work has been undertaken in this area, using a research and design approach, to increase online uptake and improve the experience for customers and staff. The result of the work is a redesigned online form and messages that customers receive to tell them what the council will or will not do to solve the problem, and what the customer can do themselves. The content on the website has also been redesigned to make reporting a missed bin easier, clearer and more transparent. The table below shows the positive impact these changes have made, with calls to the contact centre almost halving compared to 2021 and 97% of the online forms now being completed by customers.

Table 3 Refuse Contact (January to July)

	2020	2021	2022
Gross calls	25,722	48,755	27,770
All online forms completed (completed by customers and CSOs)	32,628	50,082	42,772
Forms completed by customers	27,249	45,543	41,618
Percentage self-serve	84%	91%	97%

- 19 The reduction in calls to the contact centre has enabled more resource to be assigned to handle the increased demand outlined in paragraph 6 above.

Council Tax Automation

- 20 Approximately 15% of calls to the contact centre involve queries about the council tax. The project will automate several council tax processes and provide options for customers to use self-service rather than visit a hub, call, or email the contact centre, which will result in increased customer access to council tax services and improved customer satisfaction. The contract was awarded in July to an established IT partner who works with other authorities automating revenues and benefits services. The project is on target and the new automation software is expected to be implemented in October 2022. Based on similar work being undertaken in other councils, it is anticipated that call volumes received by the contact centre will reduce by approximately 10,500 per year which is equivalent to the work of 5 FTEs. This, in turn, will improve the call waiting time for those customers who choose to contact us by telephone.

Online Forms

- 21 Work is in progress to explore how the council may use existing technology to improve end-to-end processes. In November 2021, an online form for a third-party change of address was launched. The form facilitated the collection of all data required from a landlord who needed to provide us with change of address details. Previously, this instruction was received as an email, which often did not include all the information required to complete the change of address, resulting in multiple emails being exchanged. The form captures all the required information first time and resulted in a reduction of emails being received. From November 2021 to 6 Sept 2022, we have received 13,996 completed forms.
- 22 It was previously reported to Scrutiny Board that the contact centre, IDS and colleagues from Adult Social Care were working on a proof of concept that would develop a form for professionals to use for referrals, replacing unstructured emails and improving the workflow. At that time, it was anticipated that the referral form would be in place by 1st April 2022, however due to resourcing pressures and competing priority projects this deadline was not met. An IT partner has now been procured to develop the form and train IDS resources to enable the development of other forms in-house in the future. Work with the IT partner started on 5th September and will conclude in December 2022
- 23 Approximately 48,000 calls relating to Registrars have been offered to CSOs during the period January to August 2022. A large proportion of these calls are queries from customers about appointments and certificates. The contact centre has been working with an external partner, the Registrars service and IDS to implement a series of forms that provide online booking solutions to enable customers to self-serve. The project has been successful and 12 out of 15 forms are now live. The last form went live in the middle of August and significant benefits are already being realised within the first few weeks of launching:
- 230 online ceremony bookings since 03.08.22
 - 131 online bookings for notice of marriage since 18.08.22
 - 499 births registered online in August 2022
- 24 The above has been achieved without any promotion of the forms, which we plan to arrange via our social media channels. Registrars and CSOs will also be asked to promote the use of the forms which will increase take up. The final three forms (reporting a death and two citizenship forms) are planned to be live before the end of September.
- 25 The table below shows the performance in August and the previous three months for comparison purposes. The improvement in the average answer time in August is partly due to reallocation of resources and partly due to the new forms making the process more streamlined for CSOs, reducing the call handling time.

Table 4 Registrars

	Calls offered to CSOs	Average Answer Time	Average Handling Time	% Answered (CSO & IVR)
May	3,816	662	757	83%
June	3,557	630	677	86%
July	2,997	625	615	89%
August	3,417	315	562	92%

Chatbot Technology

- 26 It was reported to Scrutiny Board in February 2022 that we are exploring the ways in which Chatbot technology can be used to improve the experience of customers using the website. Chatbots help automate common and repeated customer enquiries and tasks. It was reported that a proof of concept focused on resolving a common, simple customer request would be completed by 31st March 2022. This target has been achieved and work is now focussed on developing and refining the beta version of the Chatbot to provide an attractive, alternative contact channel for our customers and to allow handoff from chatbot to voice.

Improving Council Services

- 27 Our vision is to achieve the highest standards of customer satisfaction and minimise call wait times across all services. Key to delivering the excellent service that we want to give our customers is to understand and address the root cause for the contact. Whilst most contact with the contact centre is to resolve queries, book services or register changes, the contact centre is also in part a barometer for the problems the public is experiencing. Presently, the most acute issue presenting to the contact centre is the sharp increase in call volumes and demand for support requested due to the ongoing cost of living crisis, as discussed above. We are working with the Financial Inclusion and Welfare Support teams to ensure that appropriate resources are in place to provide the necessary support for our citizens. As an immediate action, we have trained 8 additional CSOs to handle the increased LWSS contact and support citizens who contact us through this line. We are also working with IDS to analyse the contact and identify any opportunities to improve the online options available to citizens who are seeking support. The link to support can be found here [#TogetherLeeds Cost of Living Campaign](#)
- 28 The contact centre holds regular liaison meetings with service areas to discuss performance and agree actions that will improve the customer experience overall. We have recently enhanced this process and formalised a robust performance management and reporting framework to ensure that appropriate feedback and escalation mechanisms are in place to address the root cause of issues and improve the service that the customer receives from start to finish. This includes reviewing end-to-end processes to ensure that customers have a seamless experience when they interact with the council and feeding back to services where transparent and proactive messaging to customers would prevent the need for customers to contact the council. This reporting mechanism will also formally capture where there have been issues with the service provided. Escalation measures will be reviewed and strengthened where necessary to ensure that relevant remedial action is taken to address the root cause of the issues.
- 29 The contact centre is working with the council's Communications and Marketing Team on the corporate approach to mass communications issued by the council to customers, to make communications clearer and more accessible for people. An anticipated outcome from the work will be a reduction in avoidable contact coming into the contact centre which in turn will reduce call waiting times. A separate report focussed on mass communication and engagement will be presented to Strategy and Resources Scrutiny Board in December 2022.

Future Changes

- 30 The technical developments outlined above focus on tactical digital solutions that will improve the customer experience in defined areas. A longer-term view is also being taken as work is underway to fundamentally transform how customers interact and transact with the council online. Contact centre and IDS colleagues are exploring holistic solutions that will address common customer contact issues and improve the customer experience overall. It is anticipated that the solution will enable customers to log into a portal, access their communications with the council, and complete and view the status of service requests. As well as improving the self-service offer to customers and reducing calls coming into the contact centre, this technical advancement would also improve the customer experience when they contact the council by telephone. The technology will surface the relevant customer information more comprehensively and efficiently to the CSO, resulting in more streamlined and effective call handling. A business case and timeline is currently being developed to progress this piece of work.

What impact will this proposal have?

Wards Affected:
Have ward members been consulted? <input type="checkbox"/> Yes <input type="checkbox"/> No

- 31 The work outlined in this report will improve the end-to-end customer experience and ensure that contact centre services are delivered in the most cost-effective way with a clear focus on delivering high quality services for our customers.

What consultation and engagement has taken place?

- 32 Engagement with relevant service areas and colleagues has taken place for each of the workstreams detailed within the report.

What are the resource implications?

- 33 The resources required for each of the projects and workstreams referenced in this report are captured within the relevant business cases.
- 34 The contact centre is currently working with the Financial Inclusion and Welfare teams to secure the funding required to meet the rise in demand for Local Welfare Support Services.

What are the legal implications?

- 35 N/A

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

- 36 The improvement plan is subject to a number of risks. There remains a risk that the challenging recruitment market reduces the speed at which we can onboard and train new starters, and resources are insufficient to meet demand. There is also a risk that contact

grows due to increased service enquiries or as new government initiatives (such as the £150 rebate) are rolled out. These risks are being managed through delivering the recruitment plan outlined in this report and by the recovery plans in place in a number of services which are subject to high volumes of calls.

- 37 Another key risk is the speed at which digital improvements can be delivered. This will be mitigated by the Chief Officer for IDS being part of the improvement board chaired by the Director to ensure work is prioritised.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 38 The work outlined in this report supports the council's ambition to be an efficient, enterprising and healthy organisation by making better use of resources and exploring the use of modern technology.

- 39 The work aims to improve the end-to-end customer experience and ensure that contact centre services are delivered in the most cost-effective way with a clear focus on delivering high quality services for our customers.

Options, timescales and measuring success

a) What other options were considered?

- 40 The Contact Centre Board considers all significant opportunities that are identified to improve the customer experience and the performance of the contact centre. The activity outlined in this report represents the opportunities that have been agreed through the Contact Centre Board.

b) How will success be measured?

- 41 Progress against the operational action plan is being closely monitored within the service and through the Contact Centre Board. Call waiting times, abandoned rates and customer satisfaction will be monitored and will be key indicators of success.

c) What is the timetable for implementation?

- 42 The timescale for each transformation activity is included within the relevant section of this report.

Appendices

- 43 N/A

Background papers

- 44 N/A

Work Programme

Date: 26 September 2022

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 2022/23 work programme for the Scrutiny Board (Strategy & Resources) and is reflective of board member discussions to date.

All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule 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.

Members will be invited to review and discuss the work schedule at each public Scrutiny Board meeting that takes place during the 2022/23 municipal year.

Recommendations

- a) Members are requested to consider and discuss the Scrutiny Board's work schedule for the 2022/23 municipal year.

What is this report about?

- 1 A draft work schedule for the Strategy & Resources Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the work schedule are known items of scrutiny activity, including performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
- 2 The latest Executive Board minutes from the meetings held on 27 July and 5 September 2022 are also attached as Appendix 2 and 3. 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 For information, the Scrutiny Board Procedure Rules state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include a review of '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'.

What impact will this proposal have?

- 4 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.
- 5 The draft work schedule is reflective of the requests to date from members of the Strategy & Resources Scrutiny Board.

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 6 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

- 7 To enable Scrutiny to focus on strategic areas of priority, it is recognised that each Scrutiny Board needs to establish and maintain an effective dialogue with relevant Directors and Executive Board Members.
- 8 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?

- 9 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.
- 10 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.
- 11 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?

- 12 This report has no specific risk management implications.

What are the legal implications?

- 13 This report has no specific legal implications.

Options, timescales and measuring success

What other options were considered?

14 The work programme is reflective of the requests of the Scrutiny Board members to date and will be reviewed by the Scrutiny Board at each meeting of the municipal year.

How will success be measured?

15 The work of all Scrutiny Boards will be reviewed and summarised in an Annual Report, which is presented for consideration by Council at the start of the next municipal year.

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

16 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule 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.

Appendices

- Appendix 1: Draft work programme 2022/23
- Appendix 2: Executive Board minutes 27 July 2022
- Appendix 3: Executive Board minutes 5 September 2022

Background papers

- None

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Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2022/23 Municipal Year

June	July	August
<u>Meeting Agenda for 20 June 2022</u>	<u>Meeting Agenda for 25 July 2022</u>	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference / Sources of Work (DB) / Co-opted members reports Performance Update (PM) Financial Outturn (PM) Procurement update: contracts, T&Cs and monitoring of those T&Cs.	Digital Strategy Update Agile Working and Estate Realisation Recruitment and Retention Area based income assessment (council tax and business rates)	
Working Group Meetings		
	4/7/22 – remote session: budget assumptions & impact of external factors such as inflation	
Site Visits		

Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2022/23 Municipal Year

September	October	November
<u>Meeting Agenda for 26 September 2022</u>	No meetings	<u>Meeting Agenda for 7 November 2022</u>
Electoral Services Update (PM) Annual Corporate Risk Management Report Customer Contact (PDS)		Financial Health Monitoring (PM) & Impact of Inflation Medium term financial strategy Replacement for the UK Shared Prosperity Fund Leeds 2023 including update on Community Committee / ward member engagement
Working Group Meetings		
		Budget Working Group [TBC]
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2022/23 Municipal Year

December	January	February
<u>Meeting Agenda 12 December 2022</u>	<u>Meeting Agenda for 16 January 2023</u>	<u>Meeting Agenda for 20 February 2023</u>
Devolution – one year on Staff Inclusion: to include staff network representation Consultation & Communication Core Business Transformation	Performance Report (PM) 2023/24 Initial Budget Proposals (PDS)/ Financial Health Monitoring (PSR) Best City Ambition update Waste Strategy for Leeds [joint inquiry follow-up]	FOI: progress on performance, potential for automation Procurement update (2)
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1 Scrutiny Board (Strategy & Resources) Work Schedule for 2022/23 Municipal Year

March	April	Notes
Meeting Agenda for 27 March 2023	No Scrutiny Board meeting scheduled.	Items to be scheduled
Statement of Recommendations / Actions: Procurement Understanding the extent of works included within service planning that remains unfunded. End of Year Summary Statement		
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

PSR	Policy/Service Review	RT	Recommendation Tracking	DB	Development Briefings
PDS	Pre-decision Scrutiny	PM	Performance Monitoring	C	Consultation Response



Appendix 1
Scrutiny Board (Strategy & Resources)
Work Schedule for 2022/23 Municipal Year

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EXECUTIVE BOARD

WEDNESDAY, 27TH JULY, 2022

PRESENT: Councillor J Lewis in the Chair

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

APOLOGIES: Councillor A Carter

SUBSTITUTE MEMBER: Councillor A Lamb

15 Substitute Member

Under the provisions of Executive and Decision Making Procedure Rule 3.2.6, Councillors A Lamb was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

16 Exempt Information - Possible Exclusion of the Press and Public

There was no information contained within the agenda which was designated as being exempt from publication.

17 Late Items

Late Item of Business – ‘Children and Families Social Care Workforce in Leeds’

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, ‘Children and Families Social Care Workforce in Leeds’ to be considered within the ‘Adults and Children Social Care and Health Partnerships’ portfolio. Given the significance of this matter, it was deemed appropriate for the Board to receive an update at this meeting. This report was coming to Executive Board as a late item of business to ensure that Board Members received detailed information on this issue as requested, and as undertaken by the Executive Member for Adult and Children Social Care and Health Partnerships at the recent meeting of full Council. (Minute No. 34 refers).

18 Declaration of Interests

In relation to Agenda Item 6, ‘Refreshing Leeds’ Cultural Investment Programme’, Cllr Pryor declared a disclosable pecuniary interest in this item, and as such, Councillor Pryor did not participate in the consideration of that item, and left the meeting room for the duration of that consideration. (Minute No. 20 refers).

19 Minutes

RESOLVED – That the minutes of the previous meeting held on 22nd June 2022 be approved as a correct record.

ECONOMY, CULTURE AND EDUCATION

20 Refreshing Leeds' Cultural Investment Programme

Further to Minute No. 9, 23 June 2021, the Director of City Development submitted a report that sought approval for a one-year cultural grants programme for 2023/24 whilst a comprehensive review and refresh of the Council's current cultural funding programmes, arts@leeds and Leeds Inspired, was undertaken, prior to a revised funding programme being launched for the period 2024-27.

By way of introduction to the report, the Board received information on the key reasons as to why the proposal for a one year programme was being put forward. It was noted that the one year programme would operate within the existing budget envelope and that organisations would be required to apply for grants. However in doing so, it was emphasised that there would be an extensive application window and that organisations would be supported through this process.

Responding to an enquiry, Members received further information regarding the guidance and supportive measures which were currently available to organisations, with it being noted that consideration was being given to the ways in which cultural organisations could be signposted and supported in accessing other funding streams, where appropriate.

In response to a Member's enquiry, the Board received further information and assurance regarding the role which would be played by the Leeds 2023 Neighbourhood Hosts, with it being noted that the Hosts were currently being recruited for each Ward, which was a process being undertaken by the Leeds 2023 organisation.

Also, in response to a specific enquiry officers undertook to provide the Member in question with details of the current financial position regarding the funding of the Leeds 2023 initiative.

RESOLVED –

- (a) That the delivery of a one-year arts@leeds programme for 2023/24, which supports the transition towards a refreshed cultural funding programme, be approved;
- (b) That the necessary authority be delegated to Director City Development in order to enable the Director to approve funding decisions for the one year programme, 2023/24;
- (c) That the development of a refreshed three-year Culture Investment Programme for 2024-27, be approved, with the development and adoption of the Cultural Investment Programme being subject to open consultation and engagement with the sector prior to Executive Board approval being sought in 2023.

(Further to the declaration of interest as detailed at Minute No. 18, Councillor Pryor took no part in the consideration of, or voting upon this matter and left the meeting room for the duration of this item)

21 Outcome of consultation to permanently increase learning places at Leeds City Academy from September 2023

The Director of Children and Families submitted a report on a proposal to increase learning places at Leeds City Academy, brought forward by The White Rose Academies Trustees working in partnership with Leeds City Council. The report detailed the outcomes of the associated consultation undertaken and which sought agreement to related Authority to Spend proposals.

In considering the report, a Member highlighted and welcomed the popularity of the school, which had led to the submitted proposals of expansion.

RESOLVED –

- (a) That the outcome of the consultation undertaken on the proposal to permanently expand Leeds City Academy from a capacity of 750 to 1050 students by increasing the admission number in year 7 from 150 to 210 with effect from September 2023, be noted; and that it also be noted that The White Rose Academies Trust Board, as the decision maker, have considered the outcome of that consultation and approved the proposal to expand Leeds City Academy;
- (b) That approval for authority to spend (ATS) up to £8.9m to deliver the proposed permanent expansion at Leeds City Academy, be granted, with final approval of expenditure being confirmed by the Director of Children and Families (in consultation with the Director of Resources and Director of City Development) following receipt of further detailed design work and planning applications;
- (c) That it be noted that The White Rose Academies Trust intends to self-deliver the build scheme and that the proposal has been brought forward in time for places to be delivered for 2023.

PUBLIC HEALTH AND ACTIVE LIFESTYLES

22 Living with Covid - What does 'Living with Covid' mean for Leeds?

The Director of Public Health submitted a report outlining what 'Living with Covid-19' meant for Leeds, and which sought the Board's support for continuing to promote safer behaviour messaging and the Covid vaccination programme in communities. The report also highlighted the robust and resilient plans and systems in place to protect the highest risk settings and groups from the impact of Covid, and the structures that were in place to respond to any change in circumstances.

Members received an introduction to the report which provided an overview of the key points, with it being noted that work continued on the preparation and management of winter pressures in this area.

Responding to a Member's comments regarding the Council's post-pandemic ways of working and the need to ensure that customer facing roles continued, it was highlighted that many services across the Council continued to be delivered in person. Further to this, the Board was assured that work continued in liaison with Scrutiny on this matter, with a view to submitting a related report to a future Executive Board.

Emphasis was placed upon the need to ensure that the impact of the pandemic on young people remained a priority. In response, assurance was provided that this was the case and it was noted that this would be further addressed in the subsequent agenda item (*Leeds – A Mentally Healthy City: Update Report*). Further to this, assurance was provided that a key principle to the approach taken remained the need to strike the correct balance between minimising the risk from the virus and infection whilst at the same time looking to preserve an individual's overall wellbeing.

Tribute was paid to the Director of Public Health and her team for the work which had been undertaken throughout the pandemic to the present day. Emphasis was placed upon the importance of the work undertaken by the Leeds Health Protection Board together with the guiding principles of that work, and how that had been used as a platform for the wider actions taken in response to the pandemic across the city.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That the proposed approach for the Leeds system going forward, as set out in section 11 of the submitted report, be approved, which looks to ensure that people are supported as we move into 'Living with Covid'.

23 Leeds - A Mentally Healthy City: Update report

The Director of Public Health submitted a report which provided an update on the current position regarding mental health in Leeds and the provision in place to support good mental health across the city. In addition, the report outlined the actions being taken to further develop a partnership approach in this area, in line with the 'Best City Ambition' and which aimed to ensure that Leeds was a Mentally Healthy City which created conditions for positive mental health in all our communities.

In introducing the submitted report, the Board received an overview of the current position in Leeds, how that position had been affected by the Covid pandemic, and the actions being taken to address the challenges faced. Members received further information on the Children and Young People's Mental Health Strategy: 'Future in Mind', and it was noted that the 'All Age Leeds Mental Health Strategy' was currently scheduled to be relaunched on 10th October 2022, which was World Mental Health Day.

Responding to a Member's enquiry, the Board was provided with further information on how the relaunch of the 'All Age Leeds Mental Health Strategy' would be promoted.

The importance of further liaison taking place with partners across the city to continue the development of self-support networks in Leeds was highlighted as an area to focus upon and promote moving forward.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That the current and future challenges around promoting good mental health in the city, be recognised, together with the fact that Leeds City Council has invested in programmes of work in the city that promote good mental health and prevent mental ill health;
- (c) That the mental health work being undertaken across Leeds be promoted, with support being provided for the continued creation of conditions for positive mental health in local communities.

INFRASTRUCTURE AND CLIMATE

24 Climate Adaptation and Resilience Plan

The Director of Resources submitted a report which presented a range of actions being taken across the Council, and with partners, to better understand and deliver on the city's ambition to strengthen resilience against the impacts of climate change locally, and in doing so, which sought the Board's approval for the development of a Climate Adaptation and Resilience Plan, based upon the approach outlined. The report also sought agreement to enhanced city-wide engagement in Leeds on the Council's activity to support both climate mitigation and adaptation.

By way of introduction to the report, the Board received an overview of the key challenges faced as a result of climate change, and the range of actions being taken to adapt to the current position and become more resilient. However, it was highlighted that at the same time, work continued on progressing towards a position of net zero emissions.

Regarding Climate Emergency Advisory Committee (CEAC), a Member noted the recent change in Chair of that committee. In response to a Member's comments encouraging Executive Member attendance at CEAC meetings, it was noted that the Executive Member for Infrastructure and Climate was a member of CEAC and a regular attendee. Further to this, clarification was sought as to whether this comment related to other Executive Members.

In response to a Member's enquiry, the Board received further information regarding the range of key areas which were intended to be included within the proposed programme of engagement over the coming 12 months.

RESOLVED –

- (a) That the development of a Climate Adaptation and Resilience Plan, based upon the approach as outlined within the submitted report, be approved;
- (b) That a programme of enhanced citywide engagement in Leeds over the next 12 months on the Council's activity to support both climate mitigation and adaptation, be supported.

COMMUNITIES

25 Understanding and addressing the cost of living crisis

The Director of Communities, Housing and Environment submitted a report providing an overview of the current position regarding the cost of living crisis and which highlighted measures being undertaken nationally to address such issues. The report also focussed upon the local approach being undertaken from a welfare and financial inclusion perspective, highlighting the key actions and programmes.

In introducing the report, the Executive Member highlighted the current position in Leeds with regard to the cost of living crisis and provided an overview of the key actions being taken and proposed to address the challenges faced.

Members discussed the role of Government in such matters. Also, the Board considered the importance of reflecting on the experience gained from the supportive approach taken during the pandemic and how that could be utilised when looking to support communities throughout the cost of living crisis.

Responding to a Member's enquiry, the Board further considered the role of the Council in this area and received details on how the supportive approach taken by the Council continued to adapt to current circumstances, and the ways in which this approach would continue to evolve, with officers undertaking to provide further detail to the Member in question, if required. In discussing the proposed key areas of focus moving forward, specific reference was made to the establishment of a cross-cutting welfare group, with further detail being provided on the intended work programme, timeframe and reporting mechanisms for that group.

In conclusion, Opposition Groups were invited to become involved in the welfare group and the associated work that it would undertake.

RESOLVED –

- (a) That the contents of the submitted report, be noted, and that the approach being adopted, as outlined within the report, be endorsed;
- (b) That the next steps, as set out fully in paragraphs 94-99 of the submitted report, be endorsed, which will accelerate progress towards the mission set out in the Best City Ambition through:-

- Ensuring the three pillars of the Best City Ambition strongly and consistently reflect the challenges of tackling poverty and inequality.
 - Transitioning to a new performance framework for the Best City Ambition to reinforce and embed linkages between the three pillars in tackling poverty and inequality.
 - Establishing a breakthrough priority with the aim of: “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”.
- (c) That it be noted that the Chief Officer for Community Hubs, Welfare and Business Support will be responsible for overseeing and implementing the actions and recommendations as detailed above and included within the submitted report.

LEADER'S PORTFOLIO

26 Review of Protocol for the Roles of Members and Officers in Decision Making

The City Solicitor submitted a report setting out proposed amendments to the Council’s Protocol for the Roles of Members and Officers in Decision Making, following a review which had been undertaken as an action arising from the Annual Governance Statement approved in 2021. The purpose of the proposed amendments was to ensure that the protocol remained up to date and fit for purpose.

RESOLVED –

- (a) That the amended Protocol for the Roles of Members and Officers in Decision Making, as presented at Appendix A to the submitted report, be approved;
- (b) That the authority to make future amendments to the Protocol be delegated to the City Solicitor, in consultation with the Leader of Council, Opposition Members of Executive Board and the Chief Officer Financial Services; with it being noted that the Monitoring Officer will amend Article 15 of the Council’s Constitution to reflect this resolution.

27 Annual Corporate Risk Management Report

The Director of Resources submitted a report which provided the Board with an update on the most significant risks currently featured on the Council’s corporate risk register. In addition, the report provided summary assurances which described the key controls in place to manage those risks and also provided information on further actions planned in this area.

RESOLVED – That the Annual Risk Management Report together with the assurances provided on the most significant corporate risks, as presented

within the submitted report and appendix, be noted, in line with the Council's Risk Management Policy and Strategy and the Board's overarching responsibility for their management.

28 Annual Corporate Performance Report 2021/22

The Director of Resources submitted a report presenting the Annual Corporate Performance Report for 2021/22 which reviewed the progress made in delivering the Council's ambitions, outcomes and priorities, as set out in the Best Council Plan (BCP) during the 2021/22 financial year. The report also noted that for performance reporting purposes, 2022 would be a transitional year given that there would be a shift from existing reporting frameworks based on the Best Council Plan towards a revised approach to support the Best City Ambition.

Responding to a Member's specific enquiry, the Board received further detail on the work currently being undertaken on the refresh of the target and performance framework as the Council transitioned from the Best Council Plan to the Best City Ambition.

In response to an enquiry, the Board noted that some of the performance data compiled could be broken down to Ward level, and that the Member in question could be provided with further information on this, if required. In addition, Members discussed the range of priorities that the Council had, and the ways in which the Council's day to day decision making and establishment of wider policies linked to such priorities.

RESOLVED – That the Annual Performance Report, be received, and that the progress made during 2021/22 in delivering the ambitions and priorities set out in the Best Council Plan, as detailed within the submitted report and appendix, be noted.

RESOURCES

29 Financial Health Monitoring 2022/23 – Quarter 1 Update

The Chief Officer (Financial Services) submitted a report providing an update on the financial health of the Authority in respect of both the General Fund revenue budget and the Housing Revenue Account, as at Quarter 1 of the 2022/23 financial year.

In presenting the report, the Executive Member highlighted the key points within it. The Board also received details of the final pay offer from the National Employers which had recently been announced, and it was noted that work was being undertaken to identify the potential financial impact of this upon the Council. An undertaking was provided that the Board would be kept updated on such matters and that the intention was to submit a report on this, together with the impact of other inflationary pressures, to the September 2022 Board.

Responding to a specific enquiry, it was reiterated that an update report would be brought to Executive Board 6 months after the implementation of the

amendments made to aspects of the Council's non-residential Adult Social Care charging policy.

A Member requested that as part of the monthly financial health update report to Executive Board, further detail was provided within those reports to the current position regarding the 'Business As Usual' savings proposals.

Responding to a Member's comments, the Board received an update on the work being undertaken to manage the identified budget pressures referenced in the report within the Children and Families directorate, with specific reference to the 'Little Owls' nurseries and the provision of semi-independent living placements for 16 – 17 year olds.

In conclusion, the Executive Member for Resources highlighted the cross-directorate approach that continued to be taken when looking to manage and overcome the significant financial challenges that continued to be faced.

RESOLVED –

- (a) That it be noted that at Quarter 1 the Authority is forecasting an overspend of £1.8m for 2022/23, which is comprised of directorate pressures of £2.3m, netted down by a strategic saving of £0.5m;
- (b) That it be noted that directorates will be required to present action plans to mitigate the £2.3m pressures, in line with the Revenue Principles agreed by Executive Board in 2019, which are scheduled to be received at the September 2022 Executive Board;
- (c) That it be noted that the position as detailed within the submitted report does not reflect the potential effects of the 2022/23 pay award negotiations, other inflationary rises or the wider impact of rising cost of living pressures on the Council's financial position, above that which has already been included within the 2022/23 Budget; with it being noted that any pressures arising from emerging issues will be reported to a future Executive Board. Furthermore, it be noted that proposals will need to be identified by directorates in order to absorb such pressures, which will be included in the action plans as referenced in resolution (b) above.

30 Capital Programme 2022/23 - 2026/27 Quarter 1 Update

The Chief Officer Financial Services submitted a report setting out the Council's updated Capital Programme for 2022-2027, which was split between the General Fund and Housing Revenue Account (HRA), with a forecast of resources available over that period. The report also included a specific update on the 2022/23 programme and sought agreement to several injections into the Capital Programme, as detailed.

Responding to a Member's enquiry, the Board received details on the proportion of the Capital Programme that was funded via borrowing, and with regard to a related enquiry regarding the impact upon Minimum Revenue

Provision (MRP), officers undertook to provide this further information to the Member in question.

In response to a specific enquiry, the Board received clarification and further detail regarding the 'City Development Public Realm' entry within the 'Major Programmes & Other Directorate Schemes' section of the report.

RESOLVED –

- (a) That the following injections into the Capital Programme, as detailed at Appendix A (iii) to the submitted report, be approved:-
- £2,000.0k of European Regional Development Fund (ERDF) Grant for the 'Fitting The Future' Housing Leeds scheme;
 - £150.0k of additional Transforming Cities Fund (TCF) Grant from WYCA for the Public Bike Hire Scheme; and
 - £100.0k of Department for Education Grant for Sustainable Drainage at two Schools in Otley.
- (b) That it be noted that the above resolution to inject funding of £2,250.0k into the Capital Programme will be implemented by the Chief Officer Financial Services;
- (c) That the latest position on the General Fund and HRA Capital Programme, as at Quarter 1 of 2022/23, as detailed within the submitted report, be noted.

ADULTS AND CHILDREN SOCIAL CARE AND HEALTH PARTNERSHIPS

31 Leeds City Council Fostering Service: Annual Fostering Report, April 2021 to March 2022

The Director of Children and Families submitted a report presenting an overview of the work of the Fostering Service during 2021/22, and which invited the Board to adopt the 2021/22 Fostering Service Annual Report, as appended, together with the priorities set out for the forthcoming year.

In presenting the report, the Executive Member highlighted the key points detailed within the Fostering Service Annual Report, with it being noted that attracting more foster carers remained a key priority moving forward.

Members welcomed the contents of the report, and highlighted the valuable role played by foster carers across the city.

Responding to an enquiry, the Board received further detail on the processes in place and the range of data that was available to identify the reasons why foster carers had left the Council, and how that data could be used when looking to recruit more foster carers.

RESOLVED –

- (a) That the 2021/22 Fostering Service Annual Report, as appended to the submitted report, be adopted, together with the service priorities for

next year; with it being noted that this resolution will be implemented during 2022-23;

- (b) That the Fostering Service's plans to increase the range of carers and placements available, be noted and supported, with it being noted that this resolution will be implemented during 2022-23;
- (c) That it be noted that the responsible officer for such matters is the Head of Service, Children Looked After and Corporate Parenting.

32 Adults & Health Service Review 6 - Care Delivery: Care Homes, Implementation

Further to Minute No. 25, 23 June 2021, the Director of Adults and Health submitted a report providing an update on the implementation of the decommissioning of services at Home Lea House residential long stay care home, in Rothwell, and Richmond House Short Stay Residential Care Home, in Farsley.

Responding to a Member's enquiry, the Board received an update on the expected timeframe of the current refurbishment of Dolphin Manor and the management of that process in terms of the residents living there.

Regarding the site of the former Richmond House in Farsley, it was requested that officers continue to work with local Ward Councillors on the development of proposals. Also, responding to an enquiry, officers undertook to investigate whether it would be feasible for the site to be used for extra care housing, considering that an adjacent facility was used for the same purpose, and provide the findings to the relevant Members.

RESOLVED –

- (a) That the successful transfer of all customers to alternative services where that was their preference, be noted;
- (b) That it be noted that the closure of both care homes has been achieved without any compulsory redundancies, with staff having made a successful transition to their new posts within the Council where they have chosen to remain in employment, a process which has been supported through the Council's Managing Staff Reductions policy;
- (c) That the achievement of financial savings of £165k in 2021/22, and £1.531m per annum from 2022/23 following the closure of the two care homes, be noted;
- (d) That it be noted that work is ongoing in relation to the future use of the sites.

(As detailed within section 34 of the submitted report, this report was not eligible for Call In on the grounds that the Council's Executive and Decision Making Procedure Rule 5.1.2 states that 'The power to Call In decisions does not extend to decisions which have been the subject of a previous Call In').

33 **Leeds Health and Care Partnership Memorandum of Understanding**

The Director of Adults and Health submitted a report which recommended to Executive Board the approval and formal sign-up to the Leeds Health and Care Partnership (LHCP) Memorandum of Understanding (MoU). The MoU formally presented the approach towards working together that the Leeds Health and Care Partnership was taking to achieve the agreed vision for Leeds to be “*a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest*”.

In presenting the report, the Executive Member highlighted the reference to ‘Scrutiny’ in the diagrams at section 14 of the submitted report, with a recommendation that the Memorandum of Understanding document, as presented at Appendix 1 be amended to incorporate appropriate reference to Scrutiny, in line with the illustration within those diagrams.

Responding to a Member’s comment that aspects of the approach were complex, the Board received further information on the reasons for this approach, with assurance being provided that the Council would continue to work collaboratively with partners in this area, look to maximise the benefits of this model for the people of Leeds and West Yorkshire, and that the approach taken would be made as comprehensible as possible.

RESOLVED –

- (a) That subject to the comments above regarding the inclusion of appropriate reference in the Memorandum of Understanding document to ‘Scrutiny’ being taken into consideration, the Board approves and signs up to the Leeds Health and Care Partnership Memorandum of Understanding, as presented within the submitted report and appendices;
- (b) That the draft Leeds Integrated Care Board (ICB) Committee Terms of Reference (which were approved by the West Yorkshire Integrated Care Board on 1 July 2022), be noted;
- (c) That it be noted that the Leeds Health and Wellbeing Strategy, which sets out the strategic priorities in relation to the Health and Wellbeing Pillar of the new City Ambition, is due to be refreshed later in the year.

34 **Late Item of Business: Children and Families Social Care Workforce in Leeds**

The Director of Children and Families submitted a report providing an overview of the national and regional context together with the current position in Leeds regarding Children’s Social Work Services. The report also outlined the actions being taken by Children and Families to ensure that the service was able to continue to support vulnerable children and young people to enjoy good outcomes.

In presenting the report, the Executive Member highlighted that this was a report that she had undertaken to submit to Executive Board at the recent meeting of full Council. Further to this, the Executive Member provided a

detailed summary of the key points within the report in terms of the challenges being faced in this area both on a national and local level, together with the range of actions being taken to address them. The Executive Member emphasised the crucial role played by all those involved in the outstanding delivery of children and families social work across the city which it was acknowledged was being undertaken in very challenging circumstances.

In considering the report, Councillor Lamb brought to the Board's attention that he was attending Executive Board in a non-voting capacity, whilst also being Chair of the Children and Families Scrutiny Board. Given the timing of this report's submission, he advised that he was not aware that the Board would be considering this item when agreeing to attend the Executive Board meeting, however, he emphasised that in approaching this matter he would endeavour to keep both of his respective roles in mind.

Officers responded to several questions which were put by Members. In summary, the answers provided were as follows:-

- With regard to a number of enquiries around caseload levels, assurances were provided that cases would remain open whilst it was felt that a child or family continued to require support or protection;
- Regarding the level of vacancies reported, it was noted that the vacancies existed in teams across the service;
- With regard to the approach taken towards co-working, it was confirmed that this practice continued, with the benefits of that approach being highlighted;
- Responding to an enquiry, further to the details within the report, Members received an update on the current position with regard to the grievance submitted by a group of social workers;
- The Board received an update regarding the work which was being undertaken regionally and nationally, in terms of collaborative working with other Authorities and also as part of Leeds' role to help shape the service going forward.

From a national perspective, emphasis was placed upon the need for Local Government funding structures to be reviewed, and specifically regarding Local Authority delivered children and families social care, it was highlighted that in terms of the resourcing of such services there needed to be a parity of esteem with that delivered by the NHS.

In response to a Member's comments regarding the lateness of the report, those comments were acknowledged, and the Executive Member highlighted that it had been deemed appropriate to submit the report to this meeting, following the undertaking at the recent full Council meeting and in order to demonstrate that the concerns raised were being taken seriously and to formally provide assurances in response to them.

Emphasis was placed upon the integral and highly valued role played by social workers in the safeguarding of children and young people across the city which was being undertaken under very challenging circumstances. Further to this, assurances were provided that the Council would continue to

listen to and work through the concerns that had been raised, both in the short and longer term.

Members discussed the importance of an open approach being taken when considering such important matters, which it was noted was the key factor to submitting this report to the Board as a late item of business.

In conclusion, the Executive Member reiterated the Council's appreciation for the integral role played by all those involved in the delivery of children and families social work across the city and the outstanding service that was being provided in very challenging circumstances. In addition, the Executive Member reiterated the importance of championing the services provided by children and families social care in Leeds and promoting the service as a positive place to work.

RESOLVED – That the assurances regarding the Children and Families Social Care Workforce in Leeds, as outlined within the submitted report, be noted.

DATE OF PUBLICATION: FRIDAY, 29TH JULY 2022

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 5TH AUGUST 2022

EXECUTIVE BOARD

MONDAY, 5TH SEPTEMBER, 2022

PRESENT: Councillor J Lewis in the Chair

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

APOLOGIES: Councillor F Venner

35 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 appendices 1 and 2 to the report entitled, 'Bid to Host the Eurovision Song Contest 2023', referred to in Minute No. 38 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 those appendices relates to the business affairs of the UK Host City selection process for the Eurovision Song Contest which has been established by the BBC as a confidential process between the BBC and the cities and other partners involved. It is therefore deemed that in all the circumstances, the public interest in maintaining the confidentiality of that information outweighs the public interest in disclosing it.

36 Late Items

Due to the short timescales of the bidding process and to ensure that the bid submission deadline was met, the meeting had been convened at short notice, under the provisions of the Executive and Decision Making Procedure Rule 2.2.

For the same reasons of urgency, the Key Decision being recommended within the submitted report was being proposed via the 'Special Urgency' provisions and similarly, appropriate urgency provisions were being used in relation to the required notification regarding the consideration of information designated as being exempt from publication (Sections 2.6 and 2.3.4 of the Executive and Decision Making Procedure Rules refer respectively).

Further details regarding such matters were included within the submitted report, including, as required, confirmation that the relevant Scrutiny Board Chair was in agreement that the consideration of such matters was urgent and could not reasonably be deferred.

37 Declaration of Interests

There were no interests declared at the meeting.

ECONOMY, CULTURE AND EDUCATION

38 Bid to Host the Eurovision Song Contest 2023

The Director of City Development submitted a report which presented the context and the progress made to date regarding the bidding process for the hosting of the 2023 Eurovision Song Contest. In doing so, the report specifically sought approval to the submission of Leeds' bid together with the associated financial contribution towards the Song Contest.

In presenting the report, the Executive Member for 'Economy, Culture and Education' provided an overview of the current position regarding the bidding process, highlighting that it was with deep regret that Ukraine, having won the 2022 Contest, was not in a position to host the event in 2023. However, it was emphasised that Leeds, if selected, would look to deliver an outstanding event on behalf of Ukraine and its people.

The range of factors as to why Leeds was in a unique position to successfully host the event were highlighted. These included:-

- How the proposals were consistent with the supportive work and acts of solidarity which continued to take place with Ukraine, including the large Ukrainian population in West Yorkshire. Specific reference was made to the recent proposals regarding the twinning of Leeds and Kharkiv;
- How the proposals would complement both the 'Leeds 2023' and 'Bradford 2025' cultural initiatives and how, with continued liaison with relevant partner organisations, the developing infrastructure for those initiatives would help to successfully deliver this event;
- Emphasis was placed upon Yorkshire's wide-ranging musical and cultural heritage, and how this event would look to build upon that, whilst also celebrating the rich cultural heritage of Ukraine;
- Leeds' previous experience of hosting major events of national and international significance was highlighted, both in terms of those hosted from within the First Direct Arena and also those which had been delivered on a citywide basis.

In discussing such matters, Members endorsed the comments which had been made and confirmed support for the submitted proposals. The Board specifically endorsed the approach being taken by Leeds, in that if the bid was successful, the Contest would be delivered on behalf of Ukraine and its people.

Members also highlighted the huge economic impact that the hosting of an event on this scale would have, with specific reference being made to the benefits which would be felt by the hospitality and retail sectors, amongst others.

With regard to the First Direct Arena, Members noted how it had been designed primarily as a venue for large scale music events such as this, and as such it was felt that the arena would be an excellent venue to deliver the Eurovision Song Contest.

Following consideration of Appendices 1 and 2 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private, it was

RESOLVED –

- (a) That the submission of Leeds' bid to host the Eurovision Song Contest 2023, be approved;
- (b) That the Councils' financial contribution to Eurovision, as detailed within the exempt appendices to the submitted report, be approved, with approval also being given to the delegation of the necessary authority to the Director of City Development to enable the Director to agree the final composition of the funding mix, in consultation with the Chief Officer Financial Services and with the Executive Members for 'Economy, Culture and Education' and 'Resources';
- (c) That approval be given for the decisions taken by the Executive Board from the submitted report, as resolved above, be exempted from the Call In process due to the short timescale of the bidding process and to ensure that the associated submission deadline is met.

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process by the decision taker if it is considered that the matter is urgent and any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (c) above, and for the reasons as detailed above and as set out within sections 32 - 33 of the submitted report)

DATE OF PUBLICATION: WEDNESDAY, 7TH SEPTEMBER 2022

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: NOT APPLICABLE

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