

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 12th December, 2022 at 10.00 am

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

MEMBERSHIP

Councillors

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

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 'View the Meeting Recording' link which will feature on the meeting's webpage (linked below) ahead of the meeting. The webcast will become available at the commencement of the meeting.

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

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

**Principal Scrutiny Adviser:
Rob Clayton
Tel: 37 88790**

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>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 officer's 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 - 7 NOVEMBER 2022</p> <p>To confirm as a correct record, the minutes of the meeting held on 7 November 2022.</p>	7 - 14
7			<p>EQUALITY, DIVERSITY AND INCLUSION UPDATE - STAFF NETWORKS</p> <p>To receive an update report from the Director of Resources on Equality, Diversity and Inclusion which includes input and feedback from the LGBT+, Women's Voice and Early Careers staff networks. This item builds on previous work undertaken by the Board in 2021 and earlier in 2022 which has sought to hear directly about lived experiences working for the Council from the Council's staff networks.</p>	15 - 46

Item No	Ward/Equal Opportunities	Item Not Open		Page No
8			<p>DEVOLUTION UPDATE</p> <p>To receive an update report on devolution in West Yorkshire to focus on the progress that has been delivered since the first mayoral elections in May 2021. The report provides information on the new structures that are in place as they relate to Leeds, details of key achievements delivered through the devolved structures, focuses on ongoing challenges and examples of partnership activity with the Council, which will benefit people living and working in Leeds.</p>	47 - 56
9			<p>CORE BUSINESS TRANSFORMATION</p> <p>To consider the report of the Head of Democratic Services that provides an update on the Core Business Transformation (CBT) Programme, which aims to transform Finance, Procurement, HR and Payroll activities across the Council.</p>	57 - 68
10			<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board's work programme for the 2022/23 municipal year.</p>	69 - 84
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next meeting of Strategy and Resources Scrutiny Board is scheduled for 16 January 2023 at 10.00AM, There will be a pre-meeting for all Board members at 9.45am.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
			<p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 7TH NOVEMBER, 2022

PRESENT: Councillor A Scopes in the Chair

Councillors G Almass, S Burke, P Carlill,
D Chapman, S Firth, B Flynn, M France-
Mir, C Gruen and K Ritchie

47 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

48 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

49 Late Items

With the approval of the Chair the minutes of the Call-In meeting held on 7th November 2022 were tabled at the meeting.

50 Declaration of Interests

In relation to Agenda Item 7 – LEEDS 2023 Update Councillor Almass informed the Board that he was a volunteer for LEEDS 2023.

51 Apologies for Absence and Notification of Substitutes

Apologies were received from Cllr Coupar, Executive Member for Resources.

52 Minutes - 26 September 2022

RESOLVED – That the minutes of the meeting held on 26th September 2022, and the Call-In minutes of the meeting held on 7th November 2022, be approved as a correct record.

53 Matter arising

The Principal Scrutiny Adviser informed the Board of the following updates:

Minute 34 – Annual Corporate Risk Management Report

- A letter had been sent to Cllr Harland on 6th October in relation to the funding through community committees to assist with cost of living crisis.
- Climate Emergency Advisory Committee report had been circulated to Members on 29th September.

Minute 35 – Customer Contact Update

- Chart summarising call volumes and waiting times for Adult Social Care I the period April -August 2022 had been circulated to Board Members.

Minute 36 – Work Schedule

- As per the request of the Scrutiny Board both finance papers had been amalgamated into one report in this agenda pack.

The Principal Scrutiny Adviser also informed the Board that there had been an interesting session on the Waste Inquiry Working Group. The approach was still in development and as a result the item would not be coming to the Board's January meeting. Members were advised that the issue would be monitored with a view to bringing it back in 2023.

54 Leeds 2023 Update

The Chief Officer, Culture and Economy presented a report on LEEDS 2023. This is the city's Year of Culture, delivered by the Leeds Culture Trust, an independent charity set up in 2019 by Leeds City Council as part of its Culture Strategy and as a response to the cancellation of the UK's participation in the European Capital of Culture competition.

This report provided progress made on LEEDS 2023 after feedback from the Board at its meeting held on 28th March 2022, the Scrutiny Board also received a presentation.

In attendance for this item were:

- Cllr J Pryor – Executive Member for Economy, Culture and Education
- Eve Roodhouse – Chief Officer Culture and Economy
- Karen Murgatroyd – Executive Manager – LEEDS 2023
- Kully Thiarai – Creative Director and CEO LEEDS 2023
- Abigail Scott Paul – Director of External Relations LEEDS 2023
- Emma Beverley – Director of Programmes LEEDS 2023

An update was provided on the following areas:

- Leadership and governance
- Programme and '100 Days to Go'
- Consultation and engagement with elected members
- Public engagement
- Evaluation and impact
- Legacy
- Grant agreement
- Fundraising and sponsorship

In response to questions from Members the Board were provided with the following information:

- 904 volunteers had already signed up of the 1000 volunteers required.
- 1000 creation stations had been set up at various locations around Leeds to accept pieces of artwork to enable 7,500 people to receive a pair of free tickets to the 'Awakening' event to be held at Headingley Stadium in January 2023.
- It was acknowledged that it had been difficult to get people to attend neighbourhood events and that not all elected members had been able to attend as the events had been at short notice. However, at the

suggestion of the Members the team would look to hold an event in the Civic Hall before a forthcoming full Council meeting so that all Members could engage with the process and see the progress.

- Members noted that the WYCA contribution to the fund was a separate pool of money provided by the West Yorkshire Mayor for culture. Members acknowledged the fundraising and sponsorship provided by corporate, trusts and foundation and education partners, highlighted at paragraph 32 of the submitted report. It was noted that a data link would be provided to Members.
- The Neighbourhood Hosts had been in post for 3 weeks and were attending training sessions to assist them in their roles. This included introducing them to support and anchor organisations in the wards, development, teaching and resources. As part of the training Hosts would also learn about effective decision making and accountability.
- It was recognised that there was not a guarantee that all children would be engaged with the process, but it was an aspiration that all children would engage in the events taking place. It was noted that more details of engagement with children and young people could be provided to Members.
- It was noted that the hex map shown in the presentation was one of a number used by the team. The hex maps showed where more engagement was required to ensure more communities were involved in LEEDS 2023. Members were willing to assist with the engagement process but requested more information be given to the ward members including being provided with the other hex maps showing more detail on community engagement generally and in terms of volunteers and participants in the ballot.
- Members were advised that the website had tools to assist with creating pieces of art and showed the locations of all the 'creation stations'
- The team offered to work with Members to engage with more people to access small grants, especially those groups who did not normally do these types of activities. The team recognised that there was still work to be done in relation to engaging with people who cannot or do not have access to the internet.
- Members were advised that strong links had been made in gaining corporate funding. It was recognised that there was more work to be done in attracting more corporate funding and a trip was planned to London where some of the businesses had head offices. It was also noted that due to current financial issues and the aftermath of the Covid-19 pandemic across the country corporate spend had been scaled back and that contributions could take the form of funding or more subtle contributions such as use of facilities or staffing.
- Members were informed that more announcements and advertising of LEEDS 2023 will be going ahead, and these will include information in multiple languages, a piece in the Yorkshire Evening Post and in collaboration with libraries, leisure centres and hubs.

At this point in the meeting Cllr Chapman disclosed an interest as she on the board of CROWN who are one of the anchor organisations.

Members comments included:

- Concern that there had not been enough engagement within the wards or with ward members.
- A promotion of the progress and the engagement should be brought to the Civic Hall before a meeting of the full Council, to allow all Members to engage with the process.
- All Members needed to know who the Neighbourhood Hosts were as they would be key contacts for Councillors.
- The grants process needed to be fair and include both small and large organisations.

Cllr Pryor said that this would be a big impact for the city and hit all parts of the city not just the centre. He encouraged Members to meet and support their Neighbourhood Hosts, saying this needs to be a partnership and to maximise opportunity for the city. He wished LEEDS 2023 good luck.

RESOLVED:

- a) To note and provide comments on the information provided in the submitted report and the progress made.
- b) The Principal Scrutiny Advisor will circulate further information on community engagement and how the My Leeds grant funding will work to Board members following the meeting.
- c) Further engagement to be undertaken with elected members based around a future full Council meeting.

55 Shared Prosperity Fund - Scrutiny Board Update

The report of the Head of Democratic Services provided an update on progress towards delivering the UK Shared Prosperity Fund in Leeds and followed consideration of the item at Executive Board in October.

In attendance for this item were:

- Cllr J Pryor – Executive Member for Economy, Culture and Education
- Eve Roodhouse – Chief Officer, Economy and Culture

Members were informed of the following points:

- The UK Shared Prosperity Fund (UKSPF) is administered by the Department of Levelling Up, Housing and Communities and is the replacement for the European Structural and Investment Funds (ESIF) following the UK leaving the EU.
- Appendix 1 is a report considered by Executive Board at its meeting on 19th October and sets out high level priorities for Leeds and the region.

- UKSPF can be used alongside other funding streams such as Levelling Up Fund and West Yorkshire Combined Authority (WYCA) gainshare funding.
- The leading agency in the region for UKSPF is WYCA, working in partnership with the five West Yorkshire Authorities.
- £2.6bn of funding is available nationally between 2022/23 and 2024/25. £0.4bn in 2022/23, £0.7bn in 2023/24 and £1.5bn in 2024/25 mainly in revenue funding.
- The three Government priorities for the UKSPF are:
 - Pillar 1 – Local Communities and Place
 - Pillar 2 – Support for Business
 - Pillar 3 – People and Skills (this includes Multiply a programme aimed at tackling low levels of adult numeracy)
- The allocation for West Yorkshire is £80,486,557. At the WYCA meeting held on 21st October, £9,393,538 was approved for allocation to Leeds. The funding delegated to local authorities is expected to be primarily for Pillar 1 with delivery of funding for Pillars 2 and 3 subject to a separate approval process.
- The Council is engaging with voluntary, community and faith sectors as well as arts organisations to maximise the impact of the funding on local communities.
- WYCA and the five local authorities have developed a Local Investment Plan which sets out the priorities for West Yorkshire for approval by the Government. The majority of the funding is revenue and as a result there is a risk of funding being lost if unspent at year end. Therefore, with a need to maximise available funding in year 1 there is a focus on projects and initiatives that are already in development.

In response to questions from Members the Board were provided with the following information:

- The Local Investment Plan was submitted to the Government in July 2022 and are still awaiting a response. Until confirmation is given the projects cannot go ahead.
- Members discussed paragraph 34 of the submitted report and noted that UKSPF represents a significant reduction in funding, compared to the previous ESIF funding although it was accepted that ESIF funding is still available in Year One of the UKSPF programme meaning that two funding streams are accessible in the current financial year. Given the financial challenges faced nationally members were concerned that the assumption that UKSPF funding would increase in Years Two and Three, once ESIF funding ceases, would not now be the case. Members were keen to understand the total funding envelope when compared to ESIF and particularly following the Autumn Statement on 17 November.
- Board Members were also concerned about impacts on staffing of any funding shortfall, with a significant number of council programmes and staff currently funded through ESIF schemes, UKSPF could create a significant risk to key employment and skills and business support

programmes. However, it was noted that risk assessments are in place for services with significant funding through ESIF to mitigate against potential loss of funding and the resulting impact on staff and programme delivery.

- It was noted that there were still ongoing investment opportunities and there was confidence that funding would be in place for programmes to be delivered in 2022/23.

RESOLVED:

- a) To note the content of the report and consider any further scrutiny actions that may arise.
- b) Additional detail on UKSPF funding in future years to be provided by the Principal Scrutiny Advisor once Government announcements are made.

Cllr Carlill left the meeting at 12:15

56 Financial Health Monitoring, Impact of Inflation and Medium Term Financial Strategy

The report of the Chief Officer, Financial Services provided an update on the in year financial health position and the Medium Term Financial Strategy. There was also a focus on inflation and cost of living crisis and how that has impacted on Council budgets and Leeds residents as requested by Board Members.

In attendance for this item were:

- Neil Evans – Director of Resources
- Richard Ellis – Deputy Chief Officer Financial Services
- Cllr J Pryor – Executive Member for Economy, Culture and Education

The Board was informed of the following points:

- Since the budget for 2022/23 was agreed in February 2022 inflationary pressures have increased exponentially with the Council and Leeds residents facing significant cost pressures linked to fuel, energy, food costs and in the general cost of living.
- The Council has also seen a further pressure linked to the staff pay offer which was higher than assumed in the 2022/23 approved budget.
- Members were advised that the report projected an overspend of £20.4m. However, savings had been identified which reduced the overspend to about £17.98m. The overspend was due to inflationary pressures on fuel, energy and included additional costs of the now agreed pay award where each employee will receive £1,925 per annum.
- It was also noted that there were further pressures through increased costs in goods and services procured, increased demand on welfare services from Leeds residents and reduced income as residents choose to spend their income differently to take account of the cost of

living. It was noted that there had been a reduction in council tax collections.

- Members noted that the Council was awaiting the Autumn Statement due on 17th November which may change some of the figures in the Medium Term Financial Strategy.

In response to questions from Members the following was noted:

- The Council has always delivered a balanced budget position and is required to do so by law. It was noted that if the council was to overspend it would need to use reserves in the current year to balance the budget, which would affect future years and could lead to the need for additional savings based on the overspend in the previous year. Members were advised that the Council has strong financial management arrangements which are recognised by the external auditors. The External auditors have commented in their reports that despite the significant financial challenge the Council has a track record of delivering a balanced budget.
- It was still the plan to go to Executive Board in December with a budget based on the assumptions set out in the papers provided to Members. It was noted that the proposed budget would go out to consultation with Scrutiny Board being the main part of that consultation process. The Autumn Statement would affect the Medium Term Financial Strategy if it varies significantly from the assumptions set out in the papers.
- The plan is to ensure that MRP does not increase during the period covered by the Medium Term Financial Strategy. Any new borrowing will be equivalent to MRP that is being paid, so as not to increase MRP. It was also noted that a capital programme review is currently taking place and the outcome of this will be reflected in any implications on the Councils future borrowing. The outcomes of the review will be included in the Budget Report which comes to the February Executive Board and full Council so it will be known what the implications of the review are in terms of MRP.
- There are a number of pressures in Children and Families which are national pressures in terms of costs for external placements and foster care which are pushing prices up across the country. The Council is focusing on how Children's Services are managed and there is a lot of work taking place in relation to preventative work, more residential care coming back into the city and more highly skilled foster carers to avoid external placements. It was noted that given this is a national issue it may not be avoided in entirely but Leeds is working on preventative approaches to mitigate these costs.

The Chair suggested that the issues raised in relation to preventative work may form part of an item for a future Scrutiny Board.

The Chair thanked the officers for attending and it was recognised that officers are working with a very challenging budget.

RESOLVED – To:

Draft minutes to be approved at the meeting
to be held on Monday, 12th December, 2022

- a) Note the content of the report and appendices within the wider remit linked to financial sustainability and long-term budgetary robustness.
- b) Highlight any future areas of scrutiny work should any arise during discussion of the item
- c) Note the plan for a Working Group to take place in December 2022.

57 Work Programme

The report of the Head of Democratic Services set out the 2022/23 work programme for the Scrutiny Board (Strategy and Resources).

In response to a question in relation to attendance of the West Yorkshire Mayor at a future item on Devolution, the Board were informed that the Mayor was unable to attend. It was noted that conversations were being had as to an appropriate person to attend to answer the questions from the Board.

RESOLVED – To note the content of the report and the future work schedule.

58 Date and Time of Next Meeting

To note the next meeting of the Scrutiny Board (Strategy and Resources) will be on Monday 12th December 2022 at 10:00am with a pre-meet for Board Members at 9:45am.

Equality, Diversity and Inclusion Update and Staff Networks

Date: 12 December 2022

Report of: 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

- Scrutiny Board Strategy & Resources has received a number of reports on Equality, Diversity and Inclusion (EDI) over the past 2 years. This initially focussed on improving the experiences and outcomes of Black, Asian and minority ethnicity colleagues working for the Council following the issues raised by the Black Lives Matter movement and consideration of the Race Equality Action Plan 2021-23.
- The work of the Board has mirrored ongoing work on EDI being undertaken corporately linked to the Council's organisational values and behaviours which are aimed at helping everyone to be their best in the workplace. These include a firm commitment to treating people fairly and ensuring they are valued for who they are, and that respect is given to all with a pledge to root out inequality and discrimination.
- The Board's interest in EDI has evolved to also include receiving direct feedback from the Council's staff networks to hear about their lived experiences working for the Council. As a result an item was considered in January 2022 that presented the Disability and Carers Equality Action Plan 2021-23 along with contributions from the DAWN, Black, Asian and minority ethnicities, Working Carers and Healthy Minds staff networks.
- At the January meeting of the Board an area of focus for Board members was on facility time and funding. This has now been progressed, for facility time Chairs are entitled to 4 days per month (29.6 hours) to focus on network activity, Vice Chairs /Steering Group members 2 days per month (14.8 hours) and network members involved in task and finish work 1 day per month (7.4 hours). In terms of funding £1,500 per network has been allocated to support staff network activity in the Council which is a total budget of circa £10,000.
- This report provides the board with a further update on corporate EDI activity in the current year and also includes contributions from the LGBT+, Women's Voice and Early Careers staff networks.
- The Board's continuing focus on EDI contributes to the Council's aim to be the best place to work and along with supporting the Council's organisational values and People Strategy 2020-2025, is aimed at understanding lived experiences of staff and supports the corporate aims of ensuring all staff can 'be your best' in the workplace.

Recommendations

- Board members are asked to note the content of the report and appendices and are also asked to highlight any future areas of scrutiny work should any arise during discussion of this item.
- Board members are asked to consider the next steps for this work having received reports on EDI related issues since early 2021 and heard direct contributions from the Council's staff networks. One option is to produce a scrutiny statement that would enable initial findings to be made whilst also continuing to consider EDI related agenda items in the future.

Why is the proposal being put forward?

- 1 Equality, Diversity, and Inclusion (EDI) as an organisational priority has been given a clear focus in 2022 both in terms of resources and the development of a clear plan to continue development and progress in this area. Activities on EDI have always been part of the important workplan of the Council's Human Resources service, set within the organisational development team. Since January 2022, a concerted effort has been made to bring about positive change on this agenda for the organisation, across workforce and organisational priorities.
- 2 In embedding EDI as the golden thread through the authority's organisational activity, there has been, and continues to be, strong corporate leadership and alignment on this agenda. The central theme of the annual Leadership conference in 2022 was EDI, where managers, chief officers and leadership teams attended the session which focused on our general approach, confirmation of what has been achieved this year and the future concrete steps being taken to empower and support leaders in the organisation to take forward the EDI agenda with their teams. Consequently, the Executive Board Member for Resources launched the mandatory 5 step EDI training programme for all appraising managers in the organisation which kicked off this month. EDI sessions have also been held with all leadership teams in the organisation with regular cascading of EDI priorities and messages through Best Council Leadership teams and management communication bulletins.
- 3 Alongside the Council's organisational values, the [People Strategy 2020-2025](#) sets out the vision to be the best place to work. This translates into ensuring every employee is supported to have a lived experience of "BEING YOUR BEST", where each colleague:
 - feels like they count
 - are supported to be well at work
 - are valued for who they are

The Vision

- 4 Work in 2022 leveraged a joint approach across the organisation to set out what is meant by Equality, Diversity & Inclusion. This took the form of detailed collaboration to derive an overall vision on EDI for the organisation. This was set out as follows:

Leeds Vision for Equality, Diversity, and Inclusion:

'We want Leeds to be a city that is fair and just, that recognises and embraces people's different needs, situations and ambitions. The barriers that limit what people can do and can be, will be removed, and everyone will be enabled to be their best.

For this to happen, we all need to take responsibility for our actions and behaviours'.

- 5 The vision as written, is to be formally ratified by the Council’s Executive board but has been broadly accepted as a statement that delineates the approach as a city and an organisation. Consequently, the ambition brings together the “trinity” of EDI focus to lay across the organisation, service delivery and community as a cohesive and interdependent agenda. Below sets out the 3 tranches in question.



- 6 The focus of this EDI update is the third element of “The Council as an employer” and its work to date on the workforce priorities area. From the beginning of the year, the Council has been clear in devising an approach on workforce priorities that determined key priorities.
- 7 These were centred around 5 workforce themes that had been developed after working with colleagues in the organisation, staff networks and representative bodies. The five themes are as follows:



- 8 These formed the areas to which a work plan was developed to deliver outcomes that centred on Equality, Diversity & inclusion. Several actions were drawn up under each theme to become the focus of planned activity, to drive outcomes on EDI.

Progress Update

- 9 In April 2022 a Head of Service from City Development was seconded into the HR service to help take forward specific actions in relation to the 5 priorities set out in the developed action plan. The table below sets out those various actions under each theme, the secondment responsibility was for specific elements within the plan, given the limited resources and timeline of 12 months to March 2023.

Our 5 Workforce Priorities

Recruitment and initial welcome	Progression	Training for staff and managers	Speaking Up and Zero tolerance	Data and monitoring
Make our approaches more inclusive.	Support more people to progress	Get the offer right and ensure everyone engages	Tackle discrimination and unacceptable behaviour	Be clear about the difference we are making
<ul style="list-style-type: none"> Practice review in selected areas Challenge ourselves at each stage of the process Diverse panels Anonymous shortlisting Quality feedback to unsuccessful candidates Feedback on overall experience Welcome when people join <p>Update @OCT 2022</p>	<ul style="list-style-type: none"> Better career development options for underrepresented groups. How work is allocated, acting ups and honorariums Positive action and support, including coaching and mentoring Uptake of mainstream training and development 	<ul style="list-style-type: none"> Review what we currently have, and look to improve. Agree what should be mandatory. Agree best roll out model More regular reporting of uptake. Align with our Leadership and Management offer and embedding values work. 	<ul style="list-style-type: none"> Introduce the Freedom to Speak Up Guardian role Conduct a Grievance practice review Set out our approach to zero tolerance in practice Improve consistency of local responses– all issues and concerns acted on, early and fairly 	<ul style="list-style-type: none"> Agree what measures and why? Improve our analysis and understanding, with more granular reporting More frequent reporting to a wider audience More visible benchmarking against others Better communication about progress and challenges

GREEN - COMPLETED AMBER – ONGOING BLACK – TO BE STARTED

Recruitment and Initial Welcome

- A recruitment review is in progress, reviewing pre-selection, selection, and onboarding approaches in the organisation. This includes advertising, where we recruit, Job descriptions, interview processes and application forms and entry points to the organisation.
- An EDI Task & Finish project group formed (15 members) made up of staff network leads, Deputy Director, Heads of Service and several other staff and chaired by the seconded Head of HR Projects (EDI) is in place conducting an EDI review of the recruitment policy statement, diversity of panels, and EDI principles of recruitment.
- A report has been commissioned and completed and delivered by a graduate employee on EDI best practice which provides comparative details across other public sector organisations and external approaches from which the authority could learn.
- Approaches have now been trialled in HR of different types of recruitment tools to make appointments.

Training For Staff & Managers

- A new Leadership & Management offer has been launched with EDI embedded in its core as part of the development programme for managers – 1,658 managers have been trained already, out of a total of 2,200.
- A new mandatory EDI 5-step training for all managers has been launched and will be delivered to all 2,200 managers in LCC who will go through the training and then pick up with their teams separately.
- In addition to this training, the organisation has built in a section in the “Be Your Best” training module that covers EDI as a central topic within the generic management training modules.

It also features in the newly revised corporate induction sessions for starters and newly promoted colleagues. Accountability and measuring impact of all of these sits in the appraisal process which will have a stronger emphasis on EDI activities led by managers.

Speaking Up & Zero Tolerance

- 17 In July 2022, Leeds City Council became the first council in the UK to appoint a Freedom to Speak Up Guardian (FTSUG). In line with the council values of being 'open, honest & trusted' as well as 'treating people fairly' the purpose of the role is to enable all council employees to raise their voice, and have their voice heard in a forum that can respond, and affect positive change where needed.
- 18 The Freedom to Speak Up Guardian is a person who employees can approach to raise any concerns or suggestions they may have about the workplace. The Guardian works independently and impartially across the Council. They are not connected to HR, line management or trade unions. Employees can contact the Guardian openly (where they are happy for their identity to be known to others), confidentially (where the guardian does not disclose their identity without the person's consent) or anonymously.
- 19 The Guardian has a direct link to the Chief Executive of the Council and meets with him regularly to discuss the general themes and lessons learned from what people have spoken up about. The Guardian also has a link to elected members whose portfolio covers equality, diversity and inclusion (EDI) in the workplace.
- 20 Members of staff can speak up about anything that is getting in the way of them doing a good job and bringing their whole selves to work, including where they or others feel that they are not being treated fairly, where they feel the quality of service provided to customers is falling short or where they feel that the Council is not acting in accordance with its values.
- 21 The role of the FTSUG is an important one in the context of the Council's refreshed approaches to EDI within the workforce. A recent staff survey (2019) indicated that disabled colleagues are some of the most dissatisfied members of staff within the Council. The recent Grievance Practice Review Report also highlights that members of staff from a Black, Asian and minority ethnicity background are disproportionately over-represented in the grievance process. It is important that the Council is able listen to voices in the workforce to identify what may be driving such issues. The role of the Freedom to Speak up Guardian aims to reach all Council employees, including those who identify with one or more protected characteristic so that their voice can be heard, and the organisation can listen, respond and make changes to improve their experience of working for the Council. This also aligns with the Council's organisational plan. To support the Council's work around EDI, it is the intention that the Freedom to Speak Up Guardian will collect equalities monitoring data from those who have spoken up to enable to organisation to see who in the organisation is speaking up and identify and themes, trends or gaps in this data.
- 22 It will not be uncommon for the FTSUG to mention HR or other roles in the organisation that have responsibility for workforce wellbeing. The defined and clear separation of duties from HR and other functional/representative roles from those of the Freedom to Speak Up Guardian in the organisation means that the Guardian role has a trusted platform from which to work. This enables the freedom, latitude and trust to engage with colleagues as necessary and to maintain a healthy professional distance from corporate services. From time to time, speaking up matters may require engagement with HR. This is only done by agreement with the colleague who has spoken up, ensuring the independence of the Freedom to Speak Up Guardian role and their professional input.

- 23 As the role is an innovative one within a council setting there is continual reflection on Freedom to Speak Up processes and practices within the organisation. It is expected that as the role develops and becomes further embedded into the Council ways of working, the way in which the freedom to speak up within the organisation is facilitated will change over time. As such, the processes and the framework that supports the Freedom to speak Up Guardian's working practices within the council will be regularly reviewed.
- 24 In terms of zero tolerance, the Chief Executive and Leader of Council issued a joint, strong directive to all staff in 2022 setting out the zero-tolerance approach, the absolute ambition to deliver on this and the clear leadership message that this approach is non-negotiable. This statement is included as Appendix 4 to this report.
- 25 A significant review of the organisation's grievance practice has since been completed, which was a key EDI objective for 2022. This involved detailed listening interview sessions with 157 staff including staff networks, unions, HR colleagues, conflict mediators, senior managers, legal employment tribunal colleagues and colleagues who had gone through or were going through a grievance. The review culminated in a detailed report setting out 17 executive summary findings and 15 recommendations coalesced around 4 main themes:
- Timeliness – Acting quicker and earlier with urgency, to resolve conflict and reduce time taken to complete the process.
 - Accountability – Actively demonstrate, evidence and report on positive change, taking ownership of outcomes.
 - Behaviours – Managers need to provide stronger leadership at service and local levels to tackle behaviours in a timely manner.
 - Consistency of approach (Application) – Ensure consistency of approach across the organisation in discharging our duty of care as well ensuring due process.
- 26 The review also interpreted data for 2019/20 and 2020/21 on recorded grievance to ascertain the areas where trends created an opportunity for further improvement.

Data and Monitoring

- 27 Understanding data and carrying out monitoring of the plan to measure the impact of the approach on the organisation's efforts on EDI is a key area of development. It will demonstrate, or otherwise, how effective the plan is at delivering success on EDI. As a result a data working group has been successfully established, this will review the available data, bring together all data owners and build a dashboard on a range of EDI outputs and measures that will frequently be shared to measure progress. The working group is currently determining the necessary data to incorporate into a corporate dashboard on EDI.
- 28 The Leeds Data Analytics centre is also involved to help 'deep dive' into equality data and work with their data scientists and analysts will be undertaken to further explore what the data is saying and how best to maximise or fill the gaps, as well as making use of opportunities that may otherwise be missed.
- 29 Qualitative data is also being developed such as more bespoke surveys to improve understanding of how colleagues feel the organisation can do better on the EDI agenda, particularly around inclusion, which can be harder to pin down as a quantitative measure.

Progression

- 30 The final strand of EDI action plan revolves around progression actions. This needs to determine what can be done on positive action to support protected characteristics representation. This is under development, and work is being done to determine what the legal options are on positive action approaches.

Staff Networks

- 31 The voice of colleagues in the organisation forms a key plank of delivering relevant EDI progress. Protected characteristics and their representation across the organisation are a demonstration of how well EDI is embedded within organisational culture. Therefore the seconded head of HR projects (EDI) took on a link role to support and enable the staff networks to function as effectively as possible, by offering corporate support as needed and ensuring that the networks had access to relevant strategic developments around staff voice. This has included:

- Setting up 1-2-1 meetings with all staff network leads and steering teams who chose to take up the opportunity.
- Concluding a protected time allocation report for staff networks to carry out necessary work in this area by pulling together agreed time allocation and enabling sign off by the Corporate Leadership Team (CLT). This has ensured that voluntary work by colleagues in the staff networks was formally approved by the organisation.
- Concluded the establishment of a budget cost centre and funds to enable staff networks to have access to operational funding needed to accomplish their activities.
- Worked with staff networks on the grievance practice review to capture their input.
- Staff network leads are part of the membership of the task & finish EDI review project team.
- Coordinated the Diversity Staff Forum where all network leads meet with the Director of Resources on a 6 weekly cycle to ensure they continue to have access to corporate support and audience with a member of CLT.

- 32 To support this work with the staff networks and to hear feedback directly from them, the LGBT+, Women's Voice and Early Careers networks have provided a summary of their priorities, ongoing challenges and the successes achieved through the additional focus placed on EDI by the organisation in recent years. Each of the networks have provided a written statement which are included as appendices to this report and the networks will be represented by their chairs/leads at the meeting.

Future Plans

- 33 Delivery and implementation of the Mandatory EDI training to all 2,220 managers is a significant undertaking and will be the immediate focus of EDI work.
- 34 There is also the pending implementation of the 15 recommendations, referred to above, which have been approved by the Corporate Leadership Team.

35 Overhaul of recruitment practice is underway and is a priority.

36 The 5 themes of the workforce action plan all have ongoing work streams which require delivery.

What impact will this proposal have?

Wards Affected: All

Have ward members been consulted? Yes No

37 Continuing scrutiny of the Council’s activity on EDI will contribute to the Council’s ambitions in this area and lead to enhanced productivity and satisfaction in the workplace. Through critical friend challenge the Strategy and Resources Scrutiny Board will be able to set out its views on the latest update on corporate EDI activity and also hear directly from staff networks in a public committee setting.

What consultation and engagement has taken place?

38 Consultation and engagement are ongoing with the Chief Executive, CLT and Council Leader in terms of development of EDI activity.

What are the resource implications?

39 There are no specific resource implications contained in this report

What are the legal implications?

40 This report has no specific legal implications.

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

41 This report has no specific risk management implications.

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

Inclusive Growth Health and Wellbeing Climate Emergency

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

43 The ongoing EDI activity supports the Council’s organisational values and contributes to all staff feeling valued and being treated fairly in the workplace enabling them to be themselves at work and to operate in positive working environment.

Appendices

44 Appendix 1 – Early Careers staff network feedback on their priorities, successes and future challenges faced by the Council

45 Appendix 2 – Women’s Voice staff network feedback on their priorities, successes and future challenges faced by the Council

46 Appendix 3 – LGBT+ staff network feedback on their priorities, successes and future challenges faced by the Council

47 Appendix 4 – CLT and Black, Asian and minority ethnicities network joint statement on zero tolerance

Background papers

48 None

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Date of Meeting: 12 December 2022
Lead: Sasha Walton
Paper Author: Sasha Walton
Paper Title: Early Careers Network
Category of Paper: Appendix 1

1. Purpose

To provide the Strategy & Resources Scrutiny Board members with an update on the progression of the Early Careers Network.

2. Background Information

2.1 The Early Careers Network is a professional network, set up and run for Leeds City Council's junior workforce. We are an autonomous group of peers, and we strive to create an encouraging environment where members can flourish by building upon and learning new skills to make themselves more employable.

2.2 The network also allows members to meet peers from different areas of the council, with a view for these relationships to continue and grow throughout their careers. This will contribute towards LCC's workforce becoming more flexible and will help to facilitate cross-directorate working. The network contributes to the multi-generational workplace.

2.3 The Early Careers Network is intended for the young and junior workforce. Therefore, age is the protected characteristic that the network has a focus on.

2.4 Membership is also open to all those working in Leeds City Council that feel they would benefit from being in a professional network focussing on early career issues. A steering group meets regularly to oversee the activities of the network and co-ordinate its aims on behalf of the wider membership. Members of the steering group will attend the Diversity Staff Forum on behalf of the network.

2.5 The network is not directly accountable to HR; but will work in close partnership with HR and other areas across the authority.

2.6 The network contributes and reports to the Diversity Staff Forum on a regular basis to provide updates on activities and projects. The Early Careers Network (ECN) welcomes the support and involvement of elected members and senior officers in Leeds City Council to help us achieve our objectives and champion our work.

3. Key Issues / Outcomes

Outcomes

3.1 During the Covid pandemic the ECN steering group lost a lot of its members due to increased workloads and staff leaving the authority; therefore, the Network Lead is the only one working on the priorities. The Network Lead is currently recruiting to the network. This will allow the network to offer more going into 2023.

3.2 The Networks agreed that during 2022 that our priority would be 'Burn Out and Preventing It'; therefore, all the Leads have worked closely together to ensure that we have supported staff members, been able to offer advice and signpost those that needed further support.

3.4 The Network has worked with HR and John Ebo on reviewing and improving Leeds City Council's grievance policy. A report has been written and recommendations made.

3.5 The way that the council recruits' staff is high on the agenda of the Early Career Networks Lead and is part of the EDI Recruitment Task & Finish Group:

- Working with HR employee relations and resourcing team in co-producing an EDI centred and outcome focussed recruitment approach.
- Act in the capacity of a trusted sounding board for emerging approaches on our recruitment practice, with a specific emphasis on improving EDI outcomes for Leeds City Council.
- Actively seek and generate good practice exemplars on EDI focussed recruitment approaches that has practical applications for Leeds City Council.
- Influence the implementation of EDI led recruitment ideas corporately or in directorates and service areas were deemed appropriate.
- Act as ambassadors for the positive inclusion outcomes that an EDI centred recruitment approach can deliver for Leeds City Council.
- Collectively consider policy developments and the associated EDI implications/opportunities in recruitment for Leeds City Council and make recommendations.
- Share lessons from each other's experience, EDI knowledge and service approaches to inform corporate activity on EDI centred recruitment.
- Commit to assisting Leeds City Council to improve EDI outcomes in respect of recruitment to Sept 2023.

3.6 Due to the Early Careers Network not having a steering group, the Network Lead has been working with other Networks to support events such as National Inclusion week, Career Progression sessions, GROW session for the BAME community for Black History Month and Well Being sessions.

3.7 As the Early Career Network Lead I will be working closely with the Freedom to Speak Up Guardian. This will consist of helping to facilitate the launch event, signposting officers to her and helping the Guardian with events in the future.

Key Issues

3.1 One of the main key issues now is the lack of steering group; however, this is being worked on and the Network will have a steering group going into 2023.

3.2 The Networks are increasingly being asked to contribute to what seems to be HR responsibilities. This is taking the Leads away from being able to put 100% into their Networks, giving the attention to officers that need assistance and running events.

3.3 As a Network Lead I have staff members that come to me for help and advice around bullying, officers feeling that they are being prevented from progressing in the organisation due to a protected characteristic and our admin staff / frontline staff not being treated fairly. This can be detrimental to the Network Leads depending on how serious the issue is. As Leads we hear some difficult stories.

3.4 The digital divide that still exists in the council prevents Networks reaching lower graded and frontline staff. These departments will not know about the same opportunities as others and as a result do not get the same progression opportunities.

Womens Voice – a brief modern history!

- In 2017 the women’s staff network held its AGM. It was clear the network provided a support network but for a small number of women, they have been involved in it for some time, and it was managed through email communication which excluded a number of women in the Council.
- A new chair and steering group was established made up of senior women from across the directorates to drive forward the newly named **Womens Voice** (WV).
- We developed a vision and a mission

OUR VISION:

Leeds City Council is a role model organisation for women and a great place for women to work, where women’s contribution is celebrated

OUR MISSION:

Challenge assumptions
Foster commitment
Provoke thought
Make change

USING:

Strength
Inclusivity
Confidence
Collaboration

- We developed a wo-manifesto by holding focus groups with groups of women, especially those who were not digitally connected, worked in remote locations and were more likely part-time and low paid. Feedback was collated and themed which gave us our 5 pledges for the manifesto. This was launched in 2018 – Centenary year.

The 5 manifesto areas were:

1. GROW WOMEN’S VOICE

Women want:

- To be engaged, asked for opinions on things that concern them and to be listened to and valued.

We pledge to:

- Give a greater voice to women through our network’s communications, including the virtual BAND group and informal get-togethers.
- Create opportunities for and support women to be heard.
- Listen to women and show how women are working together to have a greater voice.
- Develop and publicise a calendar of events, activities and learning opportunities.
- Identify ‘go to’ individuals who will be ambassadors for women at work.

2. HAVE THOUGHTFUL IMPLEMENTATION OF CURRENT WORK/LIFE BALANCE POLICIES

Women want:

- Managers to apply the Council policies and decisions consistently on sickness/special leave/ rostering / flexi-working /tea breaks/change in hours.
- Adequate support when returning to work after being off sick
- More flexibility/ support for those with caring /parental responsibilities or disabilities
- Support with stress connected to caring/parental responsibilities, work pressures & needing to manage home budgets

We pledge to:

- Consult women and influence the review & development of Council policies affecting employees.
- Set up more ways for women to see what the Council’s policies offer them now and to help women get advice / share experience of how Council policies are & can be used.

3. ADDRESS GENDER GAPS

Women want:

- Female-cut work uniforms, proper provision of female toilets/locker rooms/sanitary products
- To be shown how to use heavy equipment with no assumption that we can't or don't want to
- To be given all relevant information that others get online at work and not to miss out because we happen to work part time
- To be helped to find the confidence to handle managers and bad behaviours well
- More support for and wider awareness on the effect of going through the menopause
- Variety and enrichment in our roles

We pledge to:

- Provide information on the menopause for all colleagues, to widen the understanding of how it can impact on work.
- Lobby for all staff to be online and digitally connected at work
- Ask that the Council only uses providers able to cater for the needs of female employees as standard.

4. RECOGNISE GENDER DIFFERENCES TO IMPROVE EQUAL OPPORTUNITIES FOR DEVELOPMENT

Women want:

- To be made aware of training that's available and to be able to genuinely access that, with the support of managers to do it
- To be offered more training and help in computer skills so we don't feel 'held back' & can apply for jobs on-line
- To be encouraged and supported to apply for jobs, including those filled mostly by men in the past
- Staff appointments to be made with people with the right skills/experience, so as not to put pressure on others

We pledge to:

- Provide a good mentoring opportunity for every woman that wants one, to help her work towards her goals.
- Set up ways for all women to get equal access to hear about learning opportunities
- Establish which roles / service areas employ significantly disproportionate numbers of men and provide challenge and support to improve the balance of male and female employees.

5. CHANGE BEHAVIOURS SO ALL WOMEN ARE RESPECTED IN THE WORKPLACE

Women want:

- Not to be taken advantage of through increased pressure to absorb more work & to cover gaps and absence
- To be able to discuss female issues in private with managers who understand those things
- To be more respected & valued at work through an elimination of 'banter', bad language, sexist or aggressive/abusive behaviours
- Informal catch-ups to be valued and to know our breaks are for us first rather than a chance for supervisors to brief us

We pledge to:

- Signpost women to advice and support on what to do if they experience poor behaviour
 - Use Womens Voice to challenge the organisation and influence change across the council
 - Include male colleagues in conversations and actions to improve the experience of being a female employee.
- 2018 saw a new chair of the network and during 2018 and 2019 there was lots of activity with many successes, including a WV Facebook page which has well over 1000 members on it:

A year of activity



- In 2019 we developed 3 areas for action:
 - Challenging sexist behaviour
 - The digital divide
 - Career progression
- 2020 also saw a new chair again and the start of the pandemic.
- Women were significantly affected by the lockdown. But amid valid concerns for the elderly, BAME and clinically vulnerable, women became invisible.
 - A much greater percentage of women work in care settings and hospitals, and retail. They were going out to work every day at greater risk of catching the virus and potentially taking it home to their families. There were a lot of concerns from women about this.
 - Equally women who could work from home did not sometimes benefit from what we thought was offering a more flexible approach to working. In 90% of homes, women still take on the lead responsibility for sorting the home and children even when they work themselves. This became even more acute when WFH and home-schooling children. It was not uncommon to hear a woman's day start at 5 am to do a couple of hours work, before getting the children up and fed and doing some schooling with them. They would then have to make lunch and prepare the afternoon for their partner to take over so that could do a few more hours work. At teatime they would break to make food, get children ready for bed, and then work up to 10-11 pm the evenings.
- For the network, our challenge was keeping in touch. We still tried to develop an action plan of work, but essentially developments were put on hold during COVID.
- In 2021 the chair left the Council. We have been without a chair for over a year, a certain reluctance for anyone to take it on mainly because of time pressures. However, the steering group rallied and have maintained a presence for WV by working together and taking on different aspects of the work.
- We have had a couple of people interested in the chair and will look to fill this next year.
- We are having a growing number of women getting in touch with the network asking about being an ambassador and requesting to join the Facebook group.
- We are slowly returning to life and will look to come back stronger in the new year, with a plan for International Womens Day on 8th March.

- Our message to colleagues:

Women's Voice has at its heart a belief that much of the help, support and advice we all need from time to time is already out there among colleagues you just haven't met yet. We provide a mechanism to help women widen their networks and have ready access to more colleagues regardless of grade, where you work or what your job is. We look out for each other. We share what we know. We give a hand up. There are lots of us able to do that and the network will flourish as more of us join it.

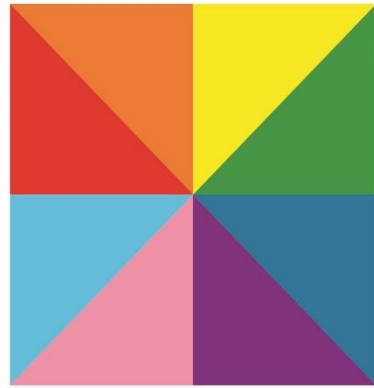
We have a Facebook page - [Women's Voice \(Leeds City Council\)](#) on there, you'll see the newsfeed, announcements and a calendar of events. No-one owns or controls any of these – they are simply a facility for members to use in a way that works for them to share posts with other women.

In addition to providing a facility to bring more of you together, the network also provides a collective voice for women and will itself be taking the lead in addressing the issues women have raised with us.

We are led by a steering group, supported by network ambassadors and male allies from across the council. To find out more about these roles please reach out to the network.

Come and join us, we'd love you to be part of it. womensvoice@leeds.gov.uk

LEEDS CITY COUNCIL LGBT+ STAFF NETWORK



THE PRIDE OF LCC

Authors: Kat Denvir (LGBT+ Staff Network Chair), and Benn Cain (LGBT+ Staff Network Vice-chair)

Introduction and context

1. This paper begins with some “scene setting” for organisational context as of writing this paper in November 2022. With information taken from data from SAP as of October 2022, we have 542 colleagues registered/declared as LGBT+ in the Council this breaks down as 159 bi staff, 152 gay staff, 128 lesbian staff, 61 who use a different term and 42 trans/non-binary staff. This is not entirely definitive data due to large amounts of staff not declaring their sexual orientation or gender identity through their SAP profile.
2. Taken this data a bit wider and comparing it against our staff numbers of 14,114 in October 2022, proportionally this means the organisation has 3.8% LGBT+ staff. Whilst there is a lack of definitive statistics on how much of the population is LGBT+, the accepted average by the ONS is between 4% - 7% of the population being LGB and 1-2% of the population being T.
3. The data could be interpreted in a number of ways – that staff perhaps just aren’t interested or able to update their profiles (particularly true for front-line staff members who might not want to disclose to their managers to update their profiles). However, there is also a worrying interpretation that aligns with other concerns raised to the Staff Network over the last 3 years that the Chair has been in post that the organisation does not do enough for LGBT+ staff to make sure we feel safe and accepted never mind included in the organisation. This then either prevents them from bringing “their whole self to work” or that we are not inclusive enough as an organisation to attract talent from the LGBT+ community.

4. This also matches the national picture for LGBT+ people, with hate crime against LGB and particularly T people on an extreme rise¹²³⁴ and the ongoing politicisation of the identities and rights of trans people. In the workplace, 35% of LGBT+ staff have hidden their identity in the workplace and 62% of LGBT+ graduates go back in the closet when applying for jobs⁵⁶ and within schools 45% of LGBT+ young people (64% of trans young people) have experienced bullying because of their identity at school.⁷⁸
5. Culturally there is an anxiety in the LGBT+ community about the “sliding back” of rights which we are seeing internationally such as the “Don’t Say Gay” bill in Florida alongside over 240 anti-LGBT+ bills across the USA⁹ and the concerns for LGBT+ people in Qatar through the promotion of the World Cup¹⁰¹¹. These issues, alongside the tone of social media commentary and within national political conversations, the renegeing on promises about conversion therapy and the lack of progression on reforms to the Gender Recognition Act. With also a hesitation to “engage with the LGBT+ agenda” that has been felt in this organisation at times, this leads to a workforce and a city that is concerned with being respected and safeguarded.

Who is the LGBT+ Staff Network?

6. The Council has on the whole, had some form of staff network for LGB (and then including T) since 2008 with some windows of no formalised network. The network was relaunched in 2015, with the current Chair in post since June 2019. The Chair is able to use up to a day a week on network business (as it is for all Staff Network Chairs), with Steering Group members allowed up to 2 days a month.
7. Attached is **Appendix A**, our Terms of Reference, that covers not just the framework we work under as a network but also lays out the context of our intent as an organisation.
8. The functions of the LGBT+ Staff Network comprise of providing:
 - a. A LGBT+ equality function for the organisation, in the absence of a formalised internally focused Equality Team
 - b. Supporting all staff who identify as LGBT+ in the organisation through peer support, creating a safe space to raise issues and taking forward concerns organisationally where appropriate
 - c. The role of Critical Friend to the organisation when concerns have been raised by staff or citizens to us as a check and challenge measures for new policies, programmes or directives

¹ [Transgender Hate - Stop Hate UK](#)

² [Hate crimes reach record high as offences against transgender people double | The Independent](#)

³ [Anti-LGBTQ hate crime reports explode across UK, damning police figures confirm \(pinknews.co.uk\)](#)

⁴ [Hate crime report 2021 - Galop - Galop](#)

⁵ [The risks of coming out at work - BBC Worklife](#)

⁶ [LGBT in Britain - Work \(stonewall.org.uk\)](#)

⁷ [Just Like Us releases Growing up LGBT+ report on bullying, schools and mental health - Just Like Us](#)

⁸ [The experiences of LGBTQ+ children and young people \(stonewall.org.uk\)](#)

⁹ [Nearly 240 anti-LGBTQ bills filed in 2022 so far, most of them targeting trans people \(nbcnews.com\)](#)

¹⁰ [Qatar World Cup ambassador criticised for 'harmful' homosexuality comments | World Cup 2022 | The Guardian](#)

¹¹ [Qatar World Cup: 'Football is leaving behind its LGBT fans' - BBC News](#)

that impact LGBT+ staff or which have not adequately considered the needs of LGBT+ staff and citizens.

Where are the pinch points?

9. As mentioned above, the LGBT+ staff network is providing an equality function for the organisation in the remit of delivering training across the organisation, having to lead or drive inclusive practices including service delivery across the organisation or being the central point of contact for all LGBT+ matters in the Council (in conjunction with the Geoff Turnbull in the Equality Team).
10. This function we currently undertake because there is no formalised strategy for LGBT+ inclusion across the organisation, identified key contacts for this work and to continue to safeguard our LGBT+ staff and citizens.
11. Our ask is that, as has been delivered with the Race Action Plan, a similar Action Plan is developed, owned, and driven by the organisation itself instead of being developed and lead by the LGBT+ staff network. We need to be a senior key stakeholder in this work and responsible and accountable for some strands – but to better build inclusion and equality practices across the organisation, we know this needs to be owned by areas across the organisation, not just by the Staff Network and Human Resources.
12. The development of an organisationally owned Action Plan would also tackle a second key issue which is the lack of organisational engagement with LGBT+ events. There are some truly excellent, thoughtful, and impactful pieces of work on LGBT+ inclusion and learning that take place across the organisation and it would be a disservice to not acknowledge that. However, it is the view of the network that these are pieces of work lead off the back of passionate individuals, instead of being in the central DNA of our organisational culture.
13. The LGBT+ Staff Network recognises that we probably have the most visibility events over the calendar year (11 key events, with at least 3 events that we tie into such as Holocaust Memorial Day) which is unfeasible for the organisation to fully recognise alongside other key diversity events. However, over the past 3 years, the organisation of any events recognising these days or months has fallen on the shoulders of the LGBT+ staff network.
14. It is not the request of the network to not still be centrally involved in these visibility days and commemorations but rather to change the current model where the LGBT+ Staff Network is expected to lead delivery or suggest activities to the organisation. We want to move to a more collaborative model where resources are shared which also manages the current risk of events not being recognised – contributing to an atmosphere where LGBT+ staff do not feel recognised or celebrated.
15. Our challenge back to the organisation is that in order to make real meaningful progress, the organisation should give serious consideration to developing an internal Equality team with recruited staff to this position to redress the balance of this work on extremely willing and passionate but unpaid staff in the organisation. This also means there can be a central point where equality work can be measured and given the dedicated focus that the organisation recognises this work needs.

16. Some movement in this area would allow for addressing issues where the LGBT+ staff network has hit a “ceiling” when raising issues of importance to the network but been unable to drive traction in the organisation such as a single page pronoun guide taking 15 months to be signed off and increasing complaints raised to the network of poor behaviour not being challenged especially microaggressions because of a lack of understanding of impact. The network has also had challenges made to it by staff of inappropriate video content being recommended to staff and a feeling of “tokenism” in engagement for the purposes of the Stonewall Workplace Equality Index.

The strengths of the network

17. Despite all the proceeding information, there is a lot of good news to report with many excellent aspects of the network that are worth celebrating.
18. We have an excellent LGBT+ member champion in Cllr Hannah Bithell who is earnest and passionate in this work. The network also has an appointed Senior Leader Champion in James Rogers (Director of Communities, Housing and Environment) who meets regularly with the LGBT+ Staff Network Chair and has provided thoughtful and measured support when issues have been brought to his attention.
19. In the last 9 month, it is also worth celebrating the exceptional work of John Ebo, Head of HR EDI projects, who meets regularly with the Chair and has been invaluable in working with the network to understand issues, drive forward solutions and also focus on a holistic level of ensuring EDI practices become part of the fabric within Leeds City Council.
20. The Network Chair also reverse mentors Tom Riordan on a monthly basis through a pilot project to expand the idea of reverse mentoring into the sphere of EDI matters, which has worked to garner open and honest conversations about challenges and solutions in the organisation.
21. Alongside a relatively newly formed Steering Group who are all passionate advocates in this arena, our network is comprised of resilient, dynamic, and enthusiastic people who are keen to better this organisation not just for LGBT+ staff but for all staff. This approach also underpins the intersectional model we use when developing our workstreams - our work focuses on LGBT+ as a starting point, but considering race, disability, economic background, caring responsibilities as also tied to all the work we do.

Final points and key asks

22. Our key asks of the Board tie closely to work already ongoing with other networks in the organisation:
 - a. Support in engaging in and upskilling the organisation on LGBT+ identities and considerations about the LGBT+ identities that directly impact the delivery of services. This will improve our standing with our citizens and further our vision of being a fully inclusive city.

- b. Support in engaging the organisation to develop a specific LGBT+ strategy and Action Plan that ties into the wider EDI strategic work and works in partnership with the Disability and Race Action Plans.
- c. Recognise the need for more corporate engagement on key LGBT+ visibility events throughout the year.
- d. Recognise and support our recommendations for identification of resources needed to ensure key LGBT+ visibility days are successful
- e. Provide support and relevant challenge in terms of the ongoing Equality, Diversity, and Inclusion training programme to ensure that it is fit for purpose and designed with the voices of affected staff or those with lived experience to ensure it is appropriate.
- f. Provide recommendations about relevant training that might be needed across the organisation or within the Elected Member sphere
- g. Offer any recommendations and comments on **Appendices A** and **B** (testimonials of the LGBT+ Network from Network members).

Annex A

Lesbian, Gay, Bi, Transgender + (LGBT+) Staff Network

Purpose, Structure and Terms of Reference

Purpose of Network

- To provide a supportive and inclusive arena where LGBT+ employees can meet to discuss key issues that affect the LGBT+ community and themselves as individuals.
- To act as an advisory forum for the council on equality issues, policies, and legislation.
- To support staff in tackling discrimination, poor practice or bullying or harassment either through advocacy, peer support or following formal mechanisms.
- To provide critical challenge to the council on matters arising of inequality or discrimination.
- To positively promote the LGBT+ community within the council and across the city.
- To provide a signposting service to other LGBT+ networks and organisations in the city and nationally.
- To work to educate all areas of the organisation of LGBT+ issues that affect staff, our community and the citizens of the city we serve
- The LGBT+ network is open to all staff within the organisation.
- The network does recognise other identities under the LGBT+ umbrella, but for simplicity and through agreed discussion with the network, will refer to network as LGBT+. These additional identities include but are not exclusive to:
 - Queer, Questioning, Intersex, Asexual, Ally, Pansexual, Demisexual, Non-binary, genderqueer, gender non-conforming, Queer people of colour and/or Queer Trans people of colour, and anyone who identifies as non-cis (the gender they were given as a child).
 - As an inclusive group, the network is open to anyone who identifies in these columns, providing mutual respect and understanding.
 - Adding a '+' to the LGBT acronym is an acknowledgement that there are non-cisgender and non-straight identities which are not included in the acronym. This is a shorthand or umbrella term for all people who have non-normative gender identity or sexual orientation.

Structure of the LGBT+ network

The LGBT+ Network is open to any member of staff in the council, although primary focus of the network is the support, advocacy and empowerment of staff who identify as being part of the LGBT+ community.

The LGBT+ Network is open to any member of staff who identifies in the LGBT+ umbrella. The Network is also open to any member of staff who is an ally or interesting in being an ally to the LGBT+ community.

The LGBT+ network provides a supportive network to enable LGBT+ staff from across the council to participate and have a voice.

Open Forum meetings for the LGBT+ Staff Network are held bi-monthly and regular newsletters are sent out about Council events, inviting feedback on pieces of work as well as advertising wider engagement with other LGBT+ or community organisations in Leeds.

The LGBT+ Network is promoted widely across the council to publicise its activities and to encourage LGBT+ staff to take part. A range of accessible communications methods such as a confidential mailing list, a Network specific SharePoint page, social media accounts, the internal council InSite intranet page and various other methods of communication are used to reach as many staff as possible and enable staff to access information and support.

The LGBT+ Network is supported by a chair and a Steering Group. The Steering Group are representatives from across the organization, and their work will be supported via regular Steering Group meetings, updates provided to the bimonthly Open Forum meetings and via support from the wider network where additional resources are required.

The Network meets on a bi-monthly basis at the Open Forum meetings, and notes from these will be circulated via InSite and the Staff Network SharePoint page.

Members of the committee have specific responsibilities:

- ❖ To attend meetings regularly.
- ❖ To represent the views of LGBT+ staff within their services and share information.
- ❖ To report back to management teams on key issues arising from Open Forum meetings as and when required
- ❖ To report back to Corporate Leadership Team, Equality Boards and the Diversity Staff Forum on a regular basis
- ❖ To actively promote the LGBT+ Network across the council
- ❖ To respect confidentiality

- ❖ To advocate and provide support on LGBT+ issues across the organisation via key Visibility Dates, events, and training

Terms of Reference

- We will be a forum where Lesbian, Gay, Bi, Trans+ and all LGBT+ identifying staff can address issues that matter to them.
- We will challenge Homophobia, Biphobia, Transphobia and all other types of harassment and discrimination, both inside and outside the workplace.
- We acknowledge that unconscious bias, the structures that underpin society (e.g. the “nuclear family” concept, white cis-heterosexuality being seen as the ideal/norm) and micro-aggressions can have a huge impact on staff wellbeing both in a personal and in a professional sense. We want to increase people’s awareness of these ideas and support them to challenge these concepts.
- We will encourage all colleagues throughout the council to participate in the work of the group. Advocating and including Allies in the network is an important aspect of opening up our base support and ensuring systemic and lasting cultural and organisational change.
- We will ensure members are aware of wider issues that affect them and their lives, including global and national issues such as the Covid-19 pandemic and the implications of Brexit on UK equality laws.
- We will ensure members of the network and the wider organisation are aware of the impact of intersectionality of identities that are a strength of our communities but also mean that they may experience multiple layers of discrimination as well if they are carers, LGBT+ parents, are disabled, are from marginalised communities or from lower income socio-economic backgrounds.
- We will publicise the work of the group and the issues concerning Lesbian, Gay, Bi and Transgender employees to the wider workforce.
- We will obtain support for our work from councillors and senior management.
- We will develop and maintain links with other relevant agencies and staff groups.
- We will act as a voice for our members, providing input on the development of corporate and departmental services, policies and procedures, and providing feedback on their impact.
- We will act as a central point for sharing good practice on matters relating to Lesbian, Gay, Bi, Transgender and other marginalised identities staff throughout the council.
- Each January there will be a targeted focus on celebrating the work of the previous year, and a campaign to encourage increased engagement of the Open Forum.

- These Terms of Reference will be reviewed yearly.

Staff Network Priorities for 2022

- **A joint priority agreed with the other Staff Networks within Leeds City Council of tackling and addressing organisational burnout.**
 - Due to being in the public sector, the pressures upon our organisation through continued austerity, budget pressures, Covid-19 and the national impact of ongoing inequity, burnout has been felt by all staff and more keenly by those from communities like the LGBT+ community
 - A burnout paper to be written by the Staff Network chair with proposals for management to be agreed through leadership level.
 - Continued importance is placed on the network providing a safe space for staff through weekly wellbeing drop-in chats, open forums, and other communication mechanisms.
- **Continue to highlight the wide spectrum of identities within the LGBT+ community, with a particular focus on intersectional issues that affect people.**
 - Agree a calendar of key visibility days to highlight through the organisation by the end of January.
 - Write a post for each of those dates and aiming to highlight some LGBT+ figures that may not commonly be uplifted (particular those with intersectional identities)
 - Host 2 events as a network over the course of the year, talking about intersectionality and how they affect us as people and as employees.
- **Focus on allyship and the benefits it brings to us to be critically engaged as allies across multiple communities, for our own personal development, within our workspaces and serving the diverse communities of Leeds.**
 - Develop a proposal for an over-arching Allies model of training across the organisation by the second quarter.
 - Following the development of this proposal, develop a sub-piece of training (or multiple subsets of training) on how to be allies to the various areas of the LGBT+ community with specific actions people can take up.
 - Deliver the first piece of this training by the end of third quarter of the year.
- **Re-engagement with senior leadership to continue to build a fully inclusive organisation**
 - Propose attendance at each of this year's Open Forum events by at least one member of SLT/CLT.

- Work with HR to establish a formal mechanism for reverse mentorship with at least 2 senior leaders by the end of June.
- Agree with senior leadership a mechanism to highlight the events of the network and engagement opportunities across all directorates by the end of the first quarter.

Annex B: What our network members say about our network

I rarely interact with the group but it is great to know it is there. I am now the eldest in our team after my manager retired and am acutely aware that my colleagues are, on the whole, much younger. Whilst they talk about their growing children (a distant memory for me) and, mostly (almost exclusively) heterosexual it is so reassuring that there is an inclusive LCC group I can turn to if I want support and to be sociable. After my wife dying and covid isolation even the emails I receive from the group reinforce my validation as an older lesbian. and

I do appreciate your hard work and efforts to get the message out there, and for more people to come forward and talk so as to make a happy healthy safer working environment for all of Leeds City Council Staff.

Unfortunately I don't get to attend the meetings very often so don't really feel qualified to add anything. However, I can say that on the occasions I do join in, I have found the sessions invaluable as I have felt safe in knowing I can be open without being judged. It's great knowing there is a safe space at work where I can go if I am having any issues in the workplace and if necessary sometimes, even personally. Everyone is always welcoming and friendly and its great to hear other peoples opinions and perspectives on things we may have had issues with ourself.

I've always been a bit of a passive member of the network due to pressures of work and childcare making my available time quite limited. But any time I've had cause to raise anything, it's always been taken seriously and followed up appropriately – and it's always good to have someone else say 'nope, I don't think that's an overreaction, I'll raise it.' I have every confidence that my experience is repeated for Network members across the Council, and so as well as the group emails and Teams chats which are useful ways to know what is going on, I think it is all of these small direct interactions that show the value of the Network, and of having a collective presence on behalf of LGBTQ+ people – particularly in the current climate of increasing hostility.

The LGBT+ Staff Network has been a good forum for people from across the Council to come together to discuss important matters like History Month, Leeds Pride and the Stonewall Workplace Equality Index submission. But more importantly, it has been a good place for people to have a general chat about how things are going, which was very welcome during the pandemic and since then. It is an open space where people can air their views, have a chat with people outside of their immediate team or workplace and have a pause during their day. Kat and Benn do a great job ensuring everyone is welcome

A word of thanks for preparing and hosting the above meeting.

I found it very useful to be brought-up-to-speed with current developments, thinking, and practice in LGBT+ matters, especially as they relate to my role as a (casual) local government employee working very closely with members of the public at important [...] times in their lives.

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Friday 25th March 2022

Leeds City Council statement to staff about Equality, Diversity and Inclusion

This is an important statement about making sure **everyone** in the council is treated fairly and with respect, one of our core values. It builds on previous communications and emphasises the behaviours we can all expect of each other at work, as well as potential consequences of inappropriate behaviour.

In 2020 the Council and the Black Asian and Minority Ethnic staff network (grass-roots group) published [a joint statement to stand together against all forms of racism and inequality](#) in our council and city.

Everyone should be able to bring their whole self to work and feel warmly welcome in our team, and there is no place for racism or any form of discrimination in Leeds City Council. A clear commitment was given to all BAME colleagues in our organisation, for action and change, including commitments that we will:

- *Do all we can to eliminate racism and inequality – wherever we find it.*
- *Take a zero-tolerance approach to racism in the workplace and out within the communities we serve, taking all allegations of racism seriously.*
- *Challenge and address inappropriate behaviour.*

Sadly, racism remains part of society. It affects us here in Leeds and in our own workplace.

Our commitment to tackling inequality extends beyond race to cover all council colleagues, including those who are most likely to experience discrimination. For avoidance of any doubt, and in line with our values and behaviours, we would like to make clear the following:

To all colleagues:

- We encourage you to come forward if you have concerns – and will support you when you do.
- We know it can be difficult to raise concerns, especially if it's about your own team and colleagues or more senior managers, but it's still important that you do.
- We will act where needed.

To all managers:

- You must act if you see or hear something that is not right.
- You cannot be a bystander and let discrimination and poor behaviour go unchallenged.
- You must seek support if unsure what to do.

And as a clear indication of our intent:

- We will discipline colleagues and managers where this is necessary.
- Where there has been a proven serious breach of our code of conduct, values or legislation, dismissal is likely. This includes hate crimes and hate incidents.

We continue to work hard on the wider equality, diversity, and inclusion agenda in partnership with colleagues, managers, trade unions, our front-line staff networks and broader partners and stakeholders and we thank everyone for the ongoing support on the journey to be the Best Council and Best City.

We know from conversations with teams across all services just how much the last two years has affected everyone, and in moving forward to a brighter future now is the right time for us all to commit to this council being somewhere you can be yourself and be confident that all our differences will be respected and valued. If we were all the same the world would be a boring place and Leeds is a city and we are a council where different people can and must thrive.



Tom Riordan CBE, Chief Executive



Councillor James Lewis, Leader of Leeds City Council

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Devolution Update

Date: 12th December 2022

Report of: 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

Brief summary

This report is the first to this Scrutiny Board since the delivery of the Devolution Deal and the first mayoral elections in May 2021. While other Scrutiny Boards have received updates on specific areas of Devolution and the relationship with the Combined Authority since then, this report is designed to give an overview of the organisation and relationship as a whole.

The report highlights key achievements delivered through devolved structures and partnership activities and their impact on Leeds, as well as key challenges and how the Devolution Deal may evolve going forward.

Recommendations

- a) Members are asked to note the updates contained in the report and agree any appropriate Scrutiny Board actions that may arise from these.

What is this report about?

- 1 The West Yorkshire 'minded-to' Devolution Deal was announced as part of the Budget on 11th March 2020. Statutory processes, including all five constituent councils and the West Yorkshire Combined Authority (WYCA) granting their final consent to the order, were completed in January 2021 and the mayoral combined authority model was adopted along with additional functions.
- 2 The Devolution Deal, the biggest ever of its kind, unlocked more than £1.8 billion in funding over the next 30 years, including £38 million per year (not inflation linked) gainshare funding over the next 30 years (25% capital, 75% revenue).
- 3 The inaugural West Yorkshire mayoral election was held on 6th May 2021 and resulted in the election of Tracy Brabin as Mayor of West Yorkshire. Part of the Deal provided for the Mayor to exercise the functions of a Police and Crime Commissioner.
- 4 On 21st May 2021 the Mayor nominated the Leader of Leeds City Council, Cllr James Lewis, to serve as Deputy Mayor.

- 5 On 18th June 2021 the West Yorkshire Police and Crime Panel gave their unanimous approval to the Mayor of West Yorkshire's nomination of Alison Lowe to the position of Deputy Mayor for Policing and Crime (DMPC).
- 6 As part of the "minded-to" Deal the provision for additional non-transport borrowing required separate legislation. In December 2021 the Government informed the Combined Authority of its intention to lay a draft Order in Parliament on this matter in January 2022. The consent of each constituent council and the Combined Authority would be required to any Regulations giving the Combined Authority powers to borrow for non-transport functions. On 15th December 2021 a late item report was taken to the Council's Executive Board where in principle consent to the regulations to provide the Combined Authority with the power to borrow for non-transport related functions, as set out in the 'minded to' Devolution Deal, was confirmed.

Changes to West Yorkshire Combined Authority structures

- 7 The West Yorkshire Combined Authority is a democratically led authority and is governed by a cross-party, politically balanced group of elected councillors nominated by each of the constituent councils and chaired by the Mayor of West Yorkshire.
- 8 Details of how the Mayor and Combined Authority are scrutinised has recently been covered in a written response to an unanswered question at the 16th November meeting of Council, details of which can be found [here \(Q24\)](#).
- 9 Prior to the election of the Mayor, the Combined Authority reviewed and updated their arrangements for decision making to reflect the changed roles and responsibilities following the election of the Mayor of West Yorkshire. The Leaders of each constituent council also each hold portfolios to drive progress in improving living standards for communities across West Yorkshire and chair the relevant decision-making committee. The decision-making committees currently are as follows:
 - [Business, Economy and Innovation Committee](#)
 - [Climate, Energy and Environment Committee](#)
 - [Culture, Heritage, and Sport Committee](#)
 - [Employment and Skills Committee](#)
 - [Finance, Resources and Corporate Committee](#)
 - [Place, Regeneration and Housing Committee](#)
 - [Transport Committee](#)
- 10 In order to increase scrutiny and involve more Elected Members to broaden engagement, the Combined Authority have replaced previous scrutiny arrangements with four overview and scrutiny committees:
 - [Governance and Audit Committee](#)
 - [Corporate Scrutiny Committee](#)
 - [Economy Scrutiny Committee](#)
 - [Transport/Infrastructure Scrutiny Committee](#)
- 11 The securing of the 2021 West Yorkshire Devolution Deal and the election of the West Yorkshire Mayor has led to a large number of new workstreams for the Combined Authority. Following recommendations from a working group of Combined Authority and Local Authority officers, and independent advice, the Combined Authority has adopted a new structure to

increase capacity and moved to an “outcome/mission-based” operating model to improve delivery for the people of West Yorkshire.

- 12 The Government’s Levelling Up White Paper (LUWP), along with a letter from Government with [guidance on integrating Local Enterprise Partnerships into local democratic institutions](#), concluded the Local Enterprise Partnership (LEP) review and set out guidance on the future role of LEPs and timescales to integrate LEPs into local democratic institutions.
- 13 As West Yorkshire is a Mayoral Combined Authority the plan to integrate the LEP into WYCA was submitted to government before the deadline of 29th July 2022. It is expected that the integration plan (which must be agreed with Government) will be completed by end of March 2023. At the time of writing, the LEP are still awaiting the approval of The Leeds City Regional Enterprise Partnership Integration Plan which was submitted to the Government on 27th July 2022.

Partnership working

- 14 The Combined Authority and Leeds City Council have worked together closely since the Combined Authority was formed in 2014 and a range of partnership arrangements have been set up since that time. These include the formal governance and scrutiny committees as listed above as well as a range of officer working groups and partnerships. While there are working groups and partnerships across the council, Leeds City Council’s Director of City Development leads on the partnership with WYCA.
- 15 The Leaders of the constituent Local Authorities and the Mayor meet on a fortnightly basis to discuss key issues.
- 16 Chief Executives of the constituent Local Authorities and the Combined Authority also meet on a monthly basis and this group is chaired by the Chief Executive of Leeds City Council.
- 17 The Combined Authority are developing a West Yorkshire Vision to provide a new framework to reflect major changes for the region, including the Devolution Deal and election of the first Mayor of West Yorkshire; the ongoing impact of cost of living and doing business crisis; and the new Government’s priorities for growth. The primary audience for the plan is central Government and regional partners. Local Authority officers are involved in the working group to develop this.
- 18 Although the responsibilities of the Police and Crime Commissioner (PCC) have transferred to the Mayor and there are new priorities for the community safety partnership to support (e.g. Violence against Women and Girls) these are embedded in the Police and Crime Plan and existing partnership arrangements transitioned from the PCC to the Mayoral set up.

Single Investment Fund

- 19 As part of the Devolution Deal the Combined Authority was required to create a Single Investment Fund (SIF) which brings together all of the Combined Authority’s funding (some of which is ringfenced to a degree), including legacy and new funding streams secured as part of the devolution agreement into an overall single pot. While much of the funding streams that make up the SIF are ringfenced in purpose and/or specific projects, the £38 million per year gainshare settlement has greater flexibility in where it can be spent.

- 20 This approach provides the Combined Authority the freedom to deliver its growth priorities, including the ability to re-direct funding to reflect changing priorities, whilst upholding its statutory duties.
- 21 The [West Yorkshire Investment Strategy](#) sets out the Combined Authority's six Investment Priorities for the SIF, used to direct resources over an agreed investment period, building on policies and strategies agreed as part of the Combined Authority's Strategic Economic Framework. The Investment Priorities are underpinned by our ambitions to reduce inequalities and promote inclusion, and to tackle the Climate Emergency.

Key benefits/outcomes

- 22 Since the establishment of the West Yorkshire Combined Authority (WYCA) in 2014, Leeds City Council have worked closely in partnership with them to deliver outcomes across the city. Achievements of this partnership before the Devolution Deal including bringing Channel 4 to the city, the Leeds Public Transport Investment Programme (LPTIP)/Connecting Leeds programme and the delivery of European Structural and Investment Funds (ESIF) and European Social Fund (ESF) funding business support programmes.
- 23 The securing of the 2020 West Yorkshire Devolution Deal has delivered a number of new funding opportunities for the region and the city of Leeds, a number of which and their impact on the city are below. This list is intended to be an illustrative rather than exhaustive list of all projects and funding to give Scrutiny Board Members an overview of the work being delivered.
- 24 The £38 million per year gainshare funding settlement is being used for a variety of projects across West Yorkshire. In addition, the Combined Authority and all five constituent Local Authorities received gainshare for capacity funding in order to support delivery of these projects. Leeds City Council received £1.7 million in 2021 and £633,000 each financial year until 2024/25.
- 25 Gainshare funds a range of programmes through WYCA's Business and Innovation programme pipeline that benefit all of the region, including programmes led by Leeds City Council such as the Enterprise Programme building on the success of AD:Venture and Digital Enterprise. The Business and Innovation programme pipeline has an indicative gainshare allocation of £36.7m over three years, along with funding from other sources such as the UK Shared Prosperity Fund.
- 26 Leeds City Council have received £2.064 million over the two years 2021/22 and 2022/23, and will receive a further £2 million over the next two years, which has been used to fund our Employment Hubs. This funding has been used to both extended ESIF-funded programmes as well as providing for a follow-on programme which will deliver an inclusive employment support service model and pilot new models of engagement to address employment and skills priorities for green and digital skills, as well as integrating a range of specialist provision through a locally accessible offer.
- 27 Leeds City Council will be receiving approximately £950,000 from the Mayoral Fund to support the Cost of Living spread over three tranches. Funding will be initially spent within the third sector on advice agencies and the provision of warm spaces.

- 28 LEEDS2023 has received £1,100,107 for 2021/22 and £633,000 for 2022/23 funding from gainshare and a further £1.5 million grant to fund the Women of the World project. Scrutiny Board received an updated paper on LEEDS2023 in [November 2022](#).
- 29 The Combined Authority has the role of the Local Transport Authority (LTA) for West Yorkshire. All local transport authorities in England have a statutory requirement to have a Local Transport Plan (LTP) which includes local objectives, strategy and an implementation plan highlighting what measures will be taken to achieve local plans. The Combined Authority are responsible for bus ticketing and the administration of bus revenues and subsidies as well as interfacing with the rail sector which is complemented by conversations and relationships between Local Authorities and central Government.
- 30 The Department for Transport devolves decision making for major transport infrastructure spending to the LTA which includes both rail and bus transport infrastructure; where schemes are highways-led these schemes will be ultimately delivered by the Local Authority such as in the recently completed Leeds Public Transport Investment Programme.
- 31 The National Bus Strategy, Bus Back Better, published in March 2021 signalled a strong commitment from Government to bus. It set out that for LTAs to access funding there was a requirement for LTAs to submit a Bus Service Improvement Plan (BSIP) to Government and to be in an Enhanced Partnership or actively pursuing bus franchising by the end of March 2022.
- 32 In April 2022 WYCA was advised by the DfT that it had successfully been awarded an indicative settlement of £69,974,070 revenue funding over three financial years (2022/23, 2023/24, 2024/25) to support delivery of the region's BSIP.
- 33 This funding is to be used for a range of interventions including the reduction of fares which has been implemented through the "Mayor's Fares" scheme where single journeys will be capped at £2 and the MCard DaySaver will be £4.50, reduced from £5.50. Further details, including potential timescales for franchising, can be found in the [BSIP](#).
- 34 The Enhanced Partnership is a statutory partnership between the Combined Authority as the LTA, West Yorkshire local authorities and all operators running bus services in the region and sets clear targets and standards to ensure it furthers the overall bus strategy aims to increase patronage and through that secure the wider goals of inclusivity and carbon reduction. While bus franchising is a longer-term proposition to enact bus reform in the region the EP will, at least until a decision on franchising has been made, deliver benefits to passengers in the short term.
- 35 The region has received £317 million of funding through the Government's Transforming Cities Fund (TCF). In Leeds, building on the award-winning Connecting Leeds programme, the TCF is being used to fund a variety of improvements in the city, including the Leeds Station Gateway Scheme, corridor schemes with an emphasis on bus priority and active travel and a number of high-class cycle schemes.
- 36 Building further on the work delivered through the Connecting Leeds and TCF programmes, in 2022 the region was awarded £830 million through the City Region Sustainable Transport Settlement (CRSTS), which includes £200 million towards the development of a Mass Transit system for West Yorkshire. This £200 million is being used to fund the development of route options and associated business cases, a series of preferred routes within an initial delivery phase and the submission of a Transport and Works Act Order. Leeds City Council continues to fully engage at a high level to progress this work as a matter of urgency and we are making resources available to expedite this important area of work and to support WYCA.

- 37 These funds added to the West Yorkshire Transport Fund which gives Local Authorities, for the first time a level of surety around funding of major schemes (subject to WYCA's assurance processes and statutory processes). This has given us the confidence to allocate resources and develop schemes through public consultations and the statutory processes. Prior to this, major scheme funding came via the Department for Transport where there was no guarantee of funding until much later in the process.
- 38 The CRSTS has also confirmed longer term (five year) funding for "business as usual" areas of work, i.e. Safer Roads, Urban Traffic Management Control and Maintenance. Traditionally, these allocations had been confirmed via Local Transport Plans, normally on an annual basis, sometimes with provisional or indicative only funding levels highlighted for future years. The new approach removes the funding uncertainty and allows Local Highway Authorities to plan work over a longer period enabling enhanced public engagement over programmes of work and better programming of works to avoid clashes.
- 39 The Brownfield Housing Fund is an £89 million fund (£67 million agreed in 2020 and another £22 million following the Levelling Up White Paper) from the Department for Levelling Up, Housing & Communities. The programme will help to build a minimum of 4,500 new homes across West Yorkshire on Brownfield Land over the next four years, delivering much-needed housing and boosting the region's economy. Developments totalling 1,255 homes (of which 361 are affordable) have been approved in Leeds through £5.62 million of grants, with another £36.17 million of schemes currently in the pipeline for the city which could deliver a further 3,346 homes (of which 869 are affordable).
- 40 The Devolution Deal included funding to support the development of a British Library North in Leeds. The British Library announced Temple Works as their preferred location for the British Library North. WYCA and Leeds City Council agreed an initial drawdown of £5m to support feasibility work at Temple Works in July 2021. Work is now ongoing between the British Library, developer CEG, Leeds City Council and WYCA on the proposals, and the British Library has secured initial National Lottery Heritage Funding to help develop their proposition.
- 41 As part of the Devolution Deal, WYCA have taken responsibility for the region's £65 million Adult Education Budget (AEB). Devolution of the AEB enables local skills provision to respond to local needs. In addition to region wide programmes, Leeds City Council has signed an AEB funding agreement to deliver our Adult Learning Programme that engages approximately 6,000 residents to re-engage with learning, acquire new skills and develop confidence for the individual and their wider family network.
- 42 While not directly related to the Devolution Deal, Government have used Combined Authorities as the Lead Authority for a range of funds, primarily the UK Shared Prosperity Fund and the Community Renewal Fund. Scrutiny Board received an update on the UK Shared Prosperity Fund in [November 2022](#).
- 43 Since being elected, the Mayor has published her ten [Mayoral Pledges](#) outlining the key areas that the Mayor wishes to focus on. These pledges have had [funding invested](#) to progress them, and these deliver benefits across the region including Leeds.
- 44 The Mayor provides a more visible presence for the region which has potential benefits for influencing and soft power. A recent example of this is the Mayor leading a trade mission to India, after which an Indian global technology firm announced a [significant expansion of its operations](#) in the region.

45 The Devolution Deal has led to West Yorkshire's being represented in the M10 Mayoral Group, providing a voice for the region when the group meet with Government. In May 2022 the Mayor of West Yorkshire was chosen to chair the M10 group.

Challenges and opportunities for further Devolution

46 While this report has detailed the key benefits of the Devolution Deal, Scrutiny Board have also requested an overview of potential challenges that may impact on the city.

47 The advantages and opportunities delivered by the Devolution Deal, with additional funding also brings with it challenges through changes to relationships, ways of working and the need to increase capacity. These challenges have begun to be addressed through the changes in the Combined Authority's scrutiny, decision making and officer structure (paragraphs 7 to 9); however, the newness of these arrangements means that these are still bedding in.

48 The Combined Authority and the additional funding devolved under the Deal are not immune to the impact of inflation. The gainshare award of £38 million per year is not linked to inflation and the large number of capital projects funded through the devolved funding streams may be impacted by the challenging financial picture the country currently faces. The inflation in the construction industry in particular is causing challenges and placing the Local Authority at financial risk. WYCA have initiated an inflationary review of schemes across West Yorkshire which the Council welcomes. In light of the inflation position, subject to the Combined Authority making a decision on the schemes it can fund, Leeds City Council will be able to make the necessary decision to inject schemes into its Capital Programme and also reflect the funding available.

49 The level of transport funding highlighted above is positive but is below the levels received in recent years, largely because of the impact of the £173.5m LPTIP funding. Further funding announcements are expected in the near future which could add significantly to the funding levels, including submissions to the Levelling Up Fund and possible announcements from the Department for Transport on Major Road Network (MRN) funding.

50 We have expressed concerns to WYCA about the appropriateness of its assurance process in places that can, on occasion, take too much time and funding to justify schemes that can be detrimental to delivery. The assurance process, which does have an important role, needs to be proportionate to the type of work being assessed; for example for smaller or low cost schemes and where there is an existing strategic case (e.g. bus priority and cycle provision). Likewise, the need for strategic outline business cases for the "business as usual" areas of work in CRSTS has caused problems across West Yorkshire. However, Leeds City Council continues to work closely with WYCA and recognise that the assurance process has improved and become more efficient in dealing with the schemes in the LPTIP programme.

51 It is important to remember that our current Devolution Deal is the first deal for West Yorkshire. The Devolution Deal included the statement that "Further powers may be agreed over time and included in future legislation" and other Combined Authorities that have had longer standing devolution deals have seen their devolved powers extended through subsequent deals with Government.

52 The Government's Levelling Up White Paper, mentioned in paragraph 10, introduced a new Devolution Framework for England to deepen devolution in a tiered approach that is clear and consistent. Although the Framework did not offer much additionality to the powers currently held, the paper provides scope to negotiate further powers.

What impact will this proposal have?

53 This report provides an update on devolution, highlighting key achievements and challenges rather than providing specific proposals.

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

Health and Wellbeing Inclusive Growth Zero Carbon

54 The work covered in this report contributes to both the city's and the council's ambitions and each programme is aligned to one or more of the three pillars of the Best City Ambition.

55 For example, the work to deliver transport improvements encourages modal shift to bus, cycling and walking and improving transport connections and reducing travel costs. This contributes to all three pillars through reducing emissions, increasing health physical lifestyles and delivering tangible economic benefits contributing to the inclusive growth agenda.

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted? Yes No

What are the resource implications?

56 This report has no specific resource implications.

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

57 This report has no specific risk management implications.

What are the legal implications?

58 This report has no specific legal implications.

Options, timescales and measuring success

What other options were considered?

59 Not applicable.

How will success be measured?

60 Individual programmes discussed in the paper have their own success measures and be reported to the relevant Scrutiny Board or through Executive Board

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

61 Individual programmes discussed in the paper have their own timetables and be reported to the relevant Scrutiny Board or through Executive Board.

Appendices

- None

Background papers

- [Report to Scrutiny Board, July 2020](#)
- [WY Devolution Deal](#)

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Core Business Transformation

Date: 12 December 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

What is this report about?

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

- Scrutiny Board Strategy & Resources has identified the Core Business Transformation programme as a key area of interest in its work programme in 2022/23. This is primarily linked to gaining an understanding of the potential costs savings linked to the programme, understanding the impact, if any, of inflation and the cost of living crisis on the programme, understanding the impact on staff that will be driven by this transformational project and to receive an update on progress since the programme was initiated.
- The Board has a number of financial functions within its remit along with dealing with matters that relate to HR and staffing. As such the Board has an ongoing interest in policies and projects aimed at increasing financial efficiency and ensuring value for money along with projects that will deliver significant change for staff and how the council operates. By modernising council systems, the Core Business Transformation programme has the potential to drive efficiency and deliver savings, deliver significant change to how staff operate in the affected services as well as modernising and increasing capacity within key services.
- Appendix 1 contains a report approved by the Executive Board on 19 October 2022, this provides the latest update on the programme. The Core Business Transformation (CBT) Programme aims to transform Finance, Procurement, HR and Payroll activities across the council to enable the workforce to meet growing demand for vital, modern services. This includes processing invoices, ordering goods or services, recording hours, pay, leave, sickness, training and HR advice.
- The appendix relates to Phase 1 of CBT which mainly focusses on financial services and replacing the existing FMS system which is now nearing 'end of life' with future phases planned to deal with other functions such as HR and payroll.

Recommendations

- Board members are asked to note the content of the report and appendices and are also asked to highlight any future areas of scrutiny work should any arise during discussion of this item.

Why is the proposal being put forward?

- 1 Scrutiny Board Strategy and Resources has identified the CBT Programme as an area of interest in 2022/23 and has requested an update based on the latest Executive Board report considered in October 2022.
- 2 The total cost estimate of phase one of the scheme is £10.48m funded through capital receipts which can be used to fund service transformation under the Government's Flexible Use of Capital Receipts Directive. This funding source can therefore not be used to fund frontline services. Approximately 50% of the costs are covering the salaries of existing staff who have been deployed to work on the programme.
- 3 Phase one of CBT will focus on financial services and the replacement of the existing finance system known as FMS. This system has a number of underlying issues including nearing end of life, in need of modernisation, no viable route to upgrade, lacks the required finance functionality, is internally developed with limited amounts of support available which could be a single point of failure and an operational risk to the Council. In addition to this phase one will also include operating model work to prepare HR, Payroll and Procurement for forthcoming changes through CBT, transformation and change support and CBT programme and portfolio management.
- 4 A significant change to CBT noted in Appendix 1 is that the programme has been split into phases for approval to reduce commercial and delivery risk from having one partner with a wide scope and to enable the authority to take advantage of rapid advances in available technology. The preferred technology choice for Finance does not disadvantage technology choices for the other functions: HR, Payroll and Procurement. The previous approach was to use one provider for the whole programme which could have increased costs and tied the Council to that provider for a period of up to ten years. This new approach is therefore much more flexible than the alternative.
- 5 In terms of timescales for Phase 1 to be operational and deployed to financial services staff October 2023 is the target month. Future phases of the CBT programme will then be introduced to the other services that are in scope in 2024 and beyond.
- 6 CBT will also assist with delivery of the Leeds City Digital Strategy. Digital inclusion of the council workforce is a key objective which will be realised as part of phase 2. Through this transformation journey CBT will work to build the digital skills of the functions affected and users of the service.

What impact will this proposal have?

Wards Affected: All

Have ward members been consulted? Yes No

- 7 CBT is aimed at transforming Finance, Procurement, HR and Payroll activities across the council to enable the Council's workforce to meet growing demand for vital, modern services.
- 8 These services all fall under the remit of Strategy and Resources Scrutiny Board and by providing critical friend challenge the Board is seeking understand and enhance the programme.

What consultation and engagement has taken place?

- 9 This is a factual report and is not subject to consultation.
- 10 The CBT programme board and team have discussed and consulted on the proposals including input from the council's procurement team (Procurement & Commercial Services) and IDS procurement. The CBT team have also engaged with exec members and senior managers to understand current pain points and ambitions for future service delivery.

What are the resource implications?

- 11 All resource implications are detailed in the main body of the attached Executive Board report at Appendix 1.

What are the legal implications?

- 12 This report has no specific legal implications.

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

- 13 This report has no specific risk management implications.

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

- Inclusive Growth Health and Wellbeing Climate Emergency

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

Appendices

- 15 Appendix 1 – This provides the Core Business Transformation Executive Board report considered on 19 October 2022.

Background papers

- 16 None

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Core Business Transformation Programme

Date: 19th October 2022

Report of: Director of Resources

Report to: Executive Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The Core Business Transformation (CBT) Programme aims to transform Finance, Procurement, HR and Payroll activities across the council to enable our workforce to meet growing demand for vital, modern services. These systems are used by many people for things like processing invoices, ordering goods or services, recording hours, pay, leave, sickness, training and HR advice. The council has pledged to be the best place to work with the right tools for the job and this transformation will bring in technology and ways of doing things that are more joined-up, cloud-based and easy for everyone. The CBT programme will be funded from capital receipts, which cannot be used to cover frontline revenue costs. Around 50% of the costs are covering the salaries of existing staff who have been deployed to work on the programme.

Phase 1 of delivery will be to replace the Finance system. The current Finance system (FMS) has to be replaced because it: does not have a viable path for upgrade; is highlighted by external auditors as needing replacement in their ISA 260 report; does not have the required Finance functionality; is internally developed with low levels of support.

This paper contains the recommendations to deliver the programme with a variation to the original technology approach.

Recommendations

- a) Approve the Core Business Transformation Programme to proceed with phase 1 of delivery requiring additional Authority to Spend of £9.47m funded from Capital Receipts. The total cost estimate to deliver Phase 1 is £10.48m.
- b) Note the change for the overall technical requirement from a single ERP solution to a core technology platform plus a number of best of breed applications in order to better meet the council's requirements now and in the future, and enable the council to benefit from the rapidly changing technology market.

- c) Note that all of the programme costs, whether revenue or capital are included under the banner of transformational change, and as such can be capitalised under the Government's Flexible Use of Capital Receipts Directive. This funding source cannot be used to cover frontline revenue costs.
- d) Note that phase 1 is part of a wider programme of works estimated to cost £18.48m including phase 1. Additional approvals will be sought for the subsequent phases.
- e) Note that the Chief Officer – Financial Services is the responsible officer for the procurement and implementation of phase 1 which is focused on Financial Services. The cross-council programme board, chaired by the Chief Officer Financial Services, will continue to provide oversight and challenge. Internal Audit are also reviewing on a regular 3-monthly cycle and providing recommendations to the programme board.

What is this report about?

- 1 The Core Business Transformation Programme is providing an update to the Executive Board on the Procurement process and Delivery approach.
- 2 In accordance with the Exec Board report of September 2020 the Council had entered into a competitive dialogue process however:
 - Suppliers did not deliver submissions which met our requirements on transformation or technology.
 - Supplier submissions offered limited technology choice with 3 suppliers bidding the same solution with minor differences,
 - 1 supplier undecided on technology and
 - the remaining supplier uncertain about progressing.
- 3 As continuing Competitive Dialogue was unlikely to change the submissions enough to meet our requirements; continuing the process had considerable risks to lengthen the timeline; increase procurement cost and require a complex legal agreement while not meeting the overall aims of the procurement, the CBT Programme Board agreed to change the procurement approach to procuring in smaller work packages.
- 4 The CBT programme has moved away from a single ERP solution provided by one vendor. LCC's requirements will continue to change and the technology market is rapidly evolving. The choice of a core technology platform plus best of breed applications gives Leeds the flexibility to choose the best application when that decision needs to be made. Choosing a single ERP would bind LCC into that solution, their development path and license cost increases for multiple years – typically at least 10 years. The total cost of ownership is higher for a single ERP solution and support will require specialist skills which are less available in the market and at a higher price point.
- 5 Following DDNs, the CBT Programme has worked with Ernst and Young (EY) to: assess the current process and technology maturity and agree the future Target Operating Model (TOM) – how we will organise, ways of working, business process design and technology choice. Moving from current ways of working and technology to the future TOM has been built into a roadmap of broad phases consisting of projects or work packages across transformation and technology. Approval will be sought from the Exec board for each separate updated business case
- 6 Phase one will include investment to deliver:
 - Finance implementation using the preferred technology;

- Operating Model work to prepare HR, Payroll and Procurement;
- Transformation and Change support;
- CBT programme and portfolio management.

- 7 The CBT programme has been split into phases for approval to reduce commercial and delivery risk from having one partner with a wide scope and to enable the authority to take advantage of rapid advances in available technology. The preferred technology choice for Finance does not disadvantage technology choices for the other functions: HR, Payroll and Procurement.
- 8 Phase 1 procurement will be from existing Leeds City Council (LCC) or Crown Commercial Services (CCS) frameworks. This significantly shortens the time to delivery starting, reduces procurement and implementation risk and enables LCC to control the implementation timeline ensuring that functions are ready to receive the change.
- 9 This proposal links strongly to the proposed Leeds City Digital Strategy 2022 (included on the same Exec Board agenda) through the digitisation of core business services, holistic approach to the redesign of processes and ways of working. We are working already to improve our data management, use and access across the core business functions. The CBT programme will provide the core connectivity and infrastructure to provide the backbone for world class delivery of core business services. Digital inclusion of the council workforce is a key objective which will be realised as part of phase 2. Through this transformation journey we will be working to build the digital skills of the functions affected and users of the service.

What impact will this proposal have?

- 10 Finance is the first to be implemented as
- the current Finance system (FMS) has to be replaced because it:
 - is near end of life;
 - urgently needs modernising;
 - has no viable path to upgrade due to the age of the underlying technology;
 - does not have the required Finance functionality;
 - is an internally developed system, with low levels of internal support which represents a single point of failure and significant operational risk to the council.
 - In addition, external audit recommendations on the council's financial management, monitoring and reporting cannot be addressed without up to date technology.
- 11 Technology implementation will enable Financial Services to deliver further benefits through continuous improvement. The new benefits will lie in the efficiency and effectiveness of services with the right people having access to raise orders, speeding approvals and confirming receipt of goods or services. The new system will enable Finance to reduce the number of external audit points. Greater transparency and integrated budget data will enable budget holders across the council to manage budgets more effectively. The Finance system will then provide a foundation for further benefits to be delivered for integrated digital services across the other core functional areas of HR, Payroll and Procurement.

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

- Health and Wellbeing Inclusive Growth Zero Carbon

- 12 The CBT programme supports inclusive growth by ensuring our people are equipped with the skills to do their jobs and that roles are valuable and rewarding. Staff not currently digitally enabled in the workplace will be included and well supported to use new digital ways of working

and standard processes. Intuitive (minimal training needed for user to easily operate the process) and accessible (for a wide range of users with differing accessibility requirements / access technologies) user interface for system users and end-users with office, remote and mobile access. Access from any device supports remote working and contributes to reducing travel and size of offices which need to be heated and maintained. Health and wellbeing will be enabled by making core processes easy to use, removing hassle and stress and releasing time to focus on value adding and rewarding activities.

What consultation and engagement has taken place?

Wards affected: No specific ward affected

Have ward members been consulted? Yes No

- 13 The CBT programme board and team have discussed and consulted on the proposals including input from the council's procurement team (Procurement & Commercial Services) and IDS procurement. The CBT team have also engaged with exec members and senior managers to understand current pain points and ambitions for future service delivery. The CBT team have a standing item on the quarterly Corporate JCC which ensures that trade union colleagues are kept up to date with the progress of the programme.

What are the resource implications?

- 14 The estimated costings for Phases 1 and 2 have been developed based on Ernst & Young's experience of similar local government implementations. The costings have been calibrated against known figures from other councils to ensure that they are realistic. An external transformation / implementation partner(s) will be used for the Finance and Purchase to Pay new process design and technology implementation. The existing CBT team, which is mainly internal, will be used to lead the Change Management in the affected functions. For phase 1, the staff affected by the change, will be the Finance function staff, Business Shared Services Centre Finance admin staff. External support will be used to help define the Target Operating Model / Service design model for HR, Payroll and Source to Pay.
- 15 The table below gives the Authority to Spend required for phase 1 of £9.47m and previous Authority to Spend under this scheme. This will be funded from flexible use of Capital Receipts, a funding source which cannot be used for frontline services revenue costs. Subsequent phases will need additional exec approval and additional injection from capital receipts as part of setting the overall 23/24 budget. The ongoing Revenue costs will not be finalised until Phase 2, dependent on the technology choices in phase 2. If over and above existing revenue costs, then it will be built into the Medium Term Financial Plan (MTFS). It is expected that revenue costs will fall / break even when all the existing CBT systems in scope are taken into

consideration.

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2022 £000's	FORECAST				
			2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
INTERNAL DESIGN FEES (6)	660.0	660.0					
OTHER FEES / COSTS (7)	350.0	350.0					
TOTALS	1010.0	1010.0	0.0	0.0	0.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2022 £000's	FORECAST				
			2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026 on £000's
LAND (1)	0.0						
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	7280.0		3212.2	3338.0	729.8		
INTERNAL DESIGN FEES (6)	1856.8	632.2	449.6	450.0	325.0		
OTHER FEES / COSTS (7)	333.2	64.0	99.2	100.0	70.0		
TOTALS	9470.0	696.2	3761.0	3888.0	1124.8	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2022 £000's	FORECAST				
			2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026 on £000's
Flexible Use of Capital Receipts	10480.0	1706.2	3761.0	3888.0	1124.8		
Total Funding	10480.0	1706.2	3761.0	3888.0	1124.8	0.0	0.0
Balance / Shortfall =	0.0	0.0	0.0	0.0	0.0	0.0	0.0

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

16 Key risks with the new approach and mitigations are in the table below:

Risk	Mitigation
Supplier does not deliver.	Framework contracts allow for cancellation with one month's notice so risk is minimised, unlike one contract for the whole scope where cancellation is very difficult and expensive
Integration of different technology solutions.	Ensure that solutions are cloud-based with standard API (application programming interface) data connections enabling integration. Define a standard data model which all solutions must adhere to. Technology platform choice with strengths in integration
Lack of consistent look and feel	Programme Board agreed that ease of access and ease of use is more important than differences in look and feel between applications. Operational and management reporting will retain the same look, feel and means of operating.
Less readiness to transform and implement new technology in some functional areas and so programme stalls or stops before completing the whole scope of delivery.	Plan phases of work to identify pain points, benefits and engage with each functional area to ensure that each area is ready and enthusiastically drives adoption.
Programme focuses on the technology and loses sight of the core aim of ongoing transformation.	Ensure that target operating models / service design are agreed before technology choice.

Cost or timescale overrun.	For a programme of this nature, cost or timescale overruns are typically driven by: data migration not ready; lack of access to LCC Subject Matter Experts; customisation of processes. LCC will only contract for modules of delivery one at a time, not the whole scope. This enables effective mitigation of risks through advance planning, flexible scheduling if necessary and ensuring functional areas are ready.
Customisation drives increased implementation, support costs and upgrade issues	Robust process including a Design Authority, Chief Officer sign-off to agree and prioritise any customisations against a fixed budget.

What are the legal implications?

- 17 For the proposed modular procurement, procuring from frameworks includes an agreed contract and the right to cancel with a month's notice as standard within that contract. This reduces time to agree contracts and risk to LCC because if a supplier is not delivering, they can be stopped.
- 18 The chosen Finance technology is being kept as commercially sensitive so that the authority can negotiate with the supplier on the cost of the services the supplier provides to the authority.
- 19 The information in appendix A of this report has been identified as exempt under the Access to Information Rules 10.4 (3). The public interest in maintaining the exemption in relation to the Appendix outweighs the public interest in disclosing the information and financial details which, if disclosed would adversely affect the business of the Council.

Options, timescales and measuring success

What other options were considered?

- 20 Other technology options were considered and a comparison is provided in confidential Appendix A. Appendix A demonstrates willingness to critically assess options as the programme progresses to ensure the council achieves Value for Money through the Transformation Process.

How will success be measured?

- 21 KPIs to measure progress will be defined as we go through the implementation journey and built into the council's performance management framework. The KPIs will be designed to be specific to Leeds and targeted on the process improvements and user experience we want to see.

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

- 22 The overall roadmap is a 3- to 4-year transformation given the level of change and realistically multiple other priority demands on the core functions. The Finance implementation will be a 24-month journey.
- 23 The original intention was to deliver the whole programme for all functions in 24 months. Investigation into other authorities' timelines who have implemented similar programmes and experience from EY have indicated this timeline is unrealistic and high risk. The CBT team together with EY have completed a more detailed assessment of the current state and

considerable level of change for people and technology to reach the future state. The CBT programme will take every opportunity to speed timelines where possible.

Appendices

- Confidential Appendix A PowerPoint business case – commercially sensitive – designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3)
- Appendix B: Equality Impact Assessment September 2022

Background papers

- None

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Work Programme

Date: 12 December 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 meeting held on 23 November 2022 are attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.
- 3 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'.

Changes to the Work Programme since the last meeting

- 4 As the work of the Board evolves changes to the Work Programme become necessary to prioritise and fit agenda items in at appropriate times. Since the last meeting in November some minor adjustments have been made. The Board will have one working group in December focussing on budget savings proposals for 2023/24 which forms part of the consultation with Scrutiny that is undertaken in line with the Council's Budget and Policy Framework. The date for this meeting has now been agreed and the working group will take place on 15 December at 10.30AM.
- 5 As reported at the meeting in November it is now planned to delay consideration of the next report on the Waste Inquiry to later in 2023. This follows a recent Environment, Housing and Communities Scrutiny Board Working Group which was positive and flagged up progress on some of the priorities previously identified by this Board but also highlighted that it would be better to delay consideration of this item to enable further policy development at Government level.
- 6 Due to the busy agenda at the December meeting (this meeting) featuring substantial items on Devolution and Equality, Diversity and Inclusion it has been decided to defer the planned item on Consultation and Communication to the January meeting of the Board.

What impact will this proposal have?

- 7 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year.
- 8 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

- 9 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

- 10 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.
- 11 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?

- 12 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.
- 13 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.
- 14 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?

15 This report has no specific risk management implications.

What are the legal implications?

16 This report has no specific legal implications.

Options, timescales and measuring success

What other options were considered?

17 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?

18 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?

19 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 23 November 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 (PM) Customer Contact (PDS)		Leeds 2023 including update on Community Committee / ward member engagement (PM) Financial Health Monitoring & Impact of Inflation and Medium term financial strategy (PM) The UK Shared Prosperity Fund (PM)
Working Group Meetings		
Site Visits		

Page 74

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 Update (PM) Staff Inclusion: to include staff network representation (PM) Core Business Transformation (PSR)	Consultation & Communication (PSR) 2023/24 Initial Budget Proposals (PDS)/ Financial Health Monitoring (PSR) Performance Report (PM) Best City Ambition update (PSR)	Civic Enterprise Leeds – Update Report (PM) Procurement update (PM) FOI: progress on performance, potential for automation (PSR)
Working Group Meetings		
Budget Working Group – 15 December 2022, 10.30AM		
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

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		

Page 76

Scrutiny Work Items Key:

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

EXECUTIVE BOARD

WEDNESDAY, 23RD NOVEMBER, 2022

PRESENT: Councillor J Lewis in the Chair

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

- 76 Exempt Information - Possible Exclusion of the Press and Public**
RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-
- (A) That appendix 1 to the report entitled, ‘District Heating Annual Report 2022’, referred to in Minute No. 85 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 this appendix contains information relating to the financial or business affairs of any particular person (including the authority holding that information). Specifically, the appendix includes commercially sensitive information regarding pricing structures for customers, and considerations of the impact of different options for revising tariffs on both customers and the Council. Disclosure of this information could seriously harm the Council’s negotiating position when discussing heat sales with potential customers. As such, it is considered that the public interest in maintaining the content of Appendix 1 as being exempt from publication, outweighs the public interest in disclosing the information.
- 77 Late Items**
There were no late items of business submitted to the meeting for consideration.
- 78 Declaration of Interests**
There were no interests declared during the meeting.
- 79 Minutes**
RESOLVED – That the minutes of the previous meeting held on 19th October 2022 be approved as a correct record.

LEADER'S PORTFOLIO

80 Operation London Bridge: Leeds City Council and the City's response to the passing of the late HM Queen Elizabeth II

The Chief Executive submitted a report summarising the response across the Council and the city during the 10-day mourning period which marked the passing of the late HM Queen Elizabeth II, known as 'Operation London Bridge'. The report also provided an update on plans to permanently commemorate the life of HM Elizabeth II across the city and to progress lessons learnt into future 'Bridge' protocol and implementation.

The Leader introduced the key aspects of the report and on behalf of the Board, he, together with other Members, extended their thanks to all those from within the Council and from partner organisations who had ensured that Operation London Bridge had been appropriately and effectively conducted across the city.

Members were supportive of proposals to permanently commemorate the life of HM Elizabeth II, with assurance being provided that consultation on such matters would be undertaken on a cross-party basis prior to arrangements being finalised.

Responding to a specific enquiry raised regarding the timing of the cancellation of some formal meetings around this time, it was highlighted that such comments were welcomed as they would be taken into consideration as part of the lessons learnt review work taking place.

RESOLVED –

- (a) That the key impacts and wider response to Operation London Bridge, as detailed within the submitted report, be noted;
- (b) That on behalf of the Council, the Board extends its thanks to the Council's staff and its partners for their efforts, which ensured a timely and appropriate Council and city response;
- (c) That the plans, as outlined within the submitted report for permanent commemoration to mark the life of HM Elizabeth II, be supported.

RESOURCES

81 Financial Health Monitoring 2022/23 - Month 6 (September)

The Chief Officer Financial Services submitted a report presenting 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 Month 6 (September) of the 2022/23 financial year.

In presenting the report, the Executive Member for Resources provided an overview of the key information within it, which included reference to the fact that an overspend of £16.6m was projected for the Authority's General Fund services, as at month 6 of 2022/23. Emphasis was placed upon the range of

in-year pressures currently being faced, with the lower collection rates for Council Tax and Business Rates also being noted.

Responding to a specific enquiry regarding the month 6 projection of an underspend and carry forward into 2023/24 in respect of the Dedicated Schools Grant (DSG), the Board discussed and received further information on the actions being taken to allocate available funding in this area. Members also received an update on the actions being taken with regard to recruitment and the wider recruitment challenges being faced in this field nationally. Furthermore, details were also provided on the wider context around the relationship between the DSG and the High Needs Block funding. In conclusion, it was suggested that the directorate provide the Member in question with further information on such matters, as appropriate.

In response to a Member's enquiry on the projected level of underspend regarding the waste management service, the Board received further information on the work which continued on maximising income from recyclable waste, which it was noted would form part of the directorate's budget proposals moving forward. Also, an update was provided on the refuse collection route review taking place, with it being noted that no savings had been assumed from this work in 2022/23, however, wider benefits from the review would be delivered in 2023/24 and beyond.

Also, in response to a specific enquiry, officers provided the Board with further information regarding the cost recovery model for Leeds Building Services.

RESOLVED –

- (a) That it be noted that as at Month 6 of the financial year (September), the Authority's General Fund services are forecasting an overspend of £16.6m and that the Housing Revenue Account is forecasting an overspend of £0.17m, with it also being noted that the General Fund position reduces to £15.83m when account is taken of additional budget action plans received to date;
- (b) That it be noted, that where an overspend is projected, directorates, including the Housing Revenue Account, are required to present action plans to mitigate their reported pressures, in line with the Revenue Principles agreed by Executive Board in 2019; with it also being noted that proposals received to date are included within the submitted report at Appendix 4 and that further action plans will be received at the December 2022 meeting of Executive Board;
- (c) That it be noted that known increased inflation and known impacts of the rising cost of living, including the agreed 2022/23 pay award, have been incorporated into this reported financial position, with it also being noted that these pressures will continue to be assessed, with the latest position being incorporated into future reports to be received by Executive Board.

82 Capital Programme 2022/23 - 2026/27 Quarter 2 Update

The Chief Officer Financial Services submitted a report presenting the updated Capital Programme for the period 2022-2027, which was split between the General Fund and Housing Revenue Account (HRA) and which also provided a forecast of resources available over that period. In addition, the report provided a specific update on the 2022/23 programme, and which sought a number of related decisions from the Board, as recommended in the report.

The Executive Member for Resources introduced the report noting the injections into the Capital Programme which were being proposed, highlighting the additional Capital Receipts Incentive Scheme (CRIS) allocations to Wards and Community Committees, proposing spending priorities for the investment of the Community Infrastructure Levy (CIL) Strategic Fund and which looked to insert Hunslet Hall into the Capital Receipt Programme for disposal in the current financial year.

Responding to Members' enquiries, the Board received an update on the West Yorkshire Combined Authority (WYCA) review of schemes within the West Yorkshire Transport Fund which was being undertaken in response to the significant inflationary pressures being experienced. With regard to the relevant decision making processes, it was noted that such matters were scheduled to be considered by the meeting of WYCA on the 8th December, at which point, if agreed by WYCA, they would be reflected, as appropriate, in the Council's Capital Programme budget proposals moving forward. Responding to Members' comments regarding the involvement of the Council in such matters and the timing of such involvement, further details were provided.

RESOLVED –

- (a) That the following injections into the Capital Programme, as detailed at Appendix A (iii) of the submitted report, be approved:-
- £4,710.0k of West Yorkshire Combined Authority Grant for the Active Travel Tranche 3 Programme;
 - £2,844.1k of Disabled Facilities Grant in line with the announced 22/23 Grant allocation;
 - £881.0k of Government and European Grant Funding, Private Sector (GF) and Major Repairs Reserve (HRA) contributions for the Holbeck Group Repair Phase 2 scheme;
 - £568.0k of Transforming Cities Fund (TCF) Grant and Network Rail contribution for the Leeds Station Sustainable Travel Gateway scheme;
 - £392.0k of ringfenced capital receipts to the Future Ways of Working (FWoW) Programme based on the actual value of realised capital receipts; and
 - £214.1k of other contributions to Highways schemes.
- (b) That it be noted that the above resolutions to inject funding of £9,609.2k 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 2 of 2022/23, as detailed within the submitted report, be noted;
- (d) That the additional Capital Receipts Incentive Scheme (CRIS) allocations to Wards and Community Committees for the period: April 2022 to September 2022 of £54.9k, be noted;
- (e) That the following spending priority for the investment of the Community Infrastructure Levy (CIL) Strategic Fund be agreed: for any successful Levelling Up Fund bids, the Leeds Flood Alleviation Scheme Phase 2, the City Square Enhancements Scheme and the David Oluwale Bridge Scheme;
- (f) That agreement be given to insert Hunslet Hall into the Capital Receipt Programme for disposal in the current financial year, which will be implemented by the Director of City Development.

83 Treasury Management Strategy Update 2022/23

The Chief Officer Financial Services submitted a report which presented a review and update of the Council's Treasury Management Strategy for 2022/23, and which sought a change to the Borrowing Strategy, as detailed.

The Executive Member introduced the report, providing the Board with details on the key issues within it and highlighting the current approach being taken towards longer term borrowing.

Members welcomed the submitted report and extended their thanks to those within the Treasury Management team for the work that they continued to undertake.

RESOLVED –

- (a) That the update provided on the Treasury Management borrowing and investment strategy for 2022/23, as detailed within the submitted report, be noted;
- (b) That the change to the Borrowing Strategy, as detailed at section 6.3.13 of the submitted report, be approved.

ECONOMY, CULTURE AND EDUCATION

84 Outcome of consultation on a proposal to close Queensway Primary School

At the commencement of this item, in his position as the Leader of Council and Chair of the Board, Councillor Lewis confirmed the withdrawal of the submitted report by the Director of Children and Families from the Executive Board agenda.

In doing so, the Leader invited comment from the Executive Member for Economy, Culture and Education who provided an overview of the reasons why the proposal to reduce the number of primary school places within the Guiseley and Yeadon areas of Leeds by the closure of Queensway Primary School had originally been put forward for consultation. It was noted that the withdrawal of the report from the agenda responded to the outcomes from the consultation exercise, which was overwhelmingly in favour of keeping the school open. The strength of feeling in the area and the effectiveness of the related campaign were acknowledged. It was also noted that consideration would continue to be given to addressing the challenges which continued to exist in this area.

In inviting comment from Board Members, responses to enquiries were provided on several related matters, including: liaison which had been undertaken with local Ward Members on this issue; the next steps following the withdrawal of this report in terms of looking to address the challenges which continued to exist; and the actions that would be taken pursuant to the White Paper Motion regarding Queensway Primary School which was resolved by full Council on 16th November 2022.

INFRASTRUCTURE AND CLIMATE

85 District Heating Annual Report 2022

The Director of Resources submitted a report which presented the District Heating annual report 2022. The report reviewed the operational and financial performance of the programme over the past year and forecasted key activities and anticipated performance for the short term. The report also considered the impact of global gas price increases on the pricing strategy for current and future customers, outlined the likely impact of key forthcoming legislation and recommended actions with regard to proposed changes to heat tariff indexation and also regarding proposals to extend the district heating connection to the Lovell Park multi-storey flats.

In introducing the report, the Executive Member for Infrastructure and Climate provided an overview of the key themes within it and the progress which continued to be made through the district heating network. The Executive Member also extended her thanks to the Sustainable Energy and Air Quality team for the work that it had undertaken to get the network to its current position.

Responding to a Member's enquiry, the Board was provided with further details on the level of financial support which had been provided by Government in this area. With regard to the specific Government support relating to the district heating scheme, it was undertaken that further information on this would be provided to the Member in question.

In relation to an enquiry regarding maximising the benefits of the district heating scheme and other alternative sustainable energy schemes for domestic customers across the city, the Board received an overview of the work which the Council continued to undertake with partners in this area.

Following consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That approval be given to offer the proposed changes to heat tariff indexation, as set out in exempt Appendix 1 to the submitted report, in order to deal with the ongoing global spikes in gas prices;
- (b) That approval be given to commit £840k of Housing Revenue Account (HRA) budget to secure the district heating connection to the Lovells in anticipation of securing Social Housing Decarbonisation and Home Upgrade Grant Funding as match funding;
- (c) That the proposal to seek accreditation from the Heat Trust for the Leeds PIPES network by summer 2023, be supported, in order to help prepare for future heat network regulation;
- (d) That the financial performance of the network, as detailed within the submitted report, be noted; with it being acknowledged that the Director of Resources will continue to have delegated authority to take operational decisions to optimise commercial performance, with such matters being reported annually to Executive Board.

DATE OF PUBLICATION: FRIDAY, 25TH NOVEMBER 2022

LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS: 5.00 P.M., FRIDAY, 2ND DECEMBER 2022

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