



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 18th September, 2023 at 10.00 am

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

MEMBERSHIP

Councillors

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

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

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

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

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

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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF INTERESTS</p> <p>To disclose or draw attention to any interests in accordance with Leeds City Council's 'Councillor Code of Conduct'.</p>	
5			<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6			<p>MINUTES - 17 JULY 2023</p> <p>To confirm as a correct record, the minutes of the meeting held on 17 July 2023</p>	7 - 14
7			<p>STAFF SURVEY ANALYSIS</p> <p>To receive a report from the Director of Strategy and Resources providing analysis of the recently completed staff survey following a request from board members to receive this analysis.</p>	15 - 26
8			<p>ELECTORAL SERVICES UPDATE – 2023 ELECTION REVIEW/POSTAL VOTER VALIDATION</p> <p>To consider a report from Electoral Services containing a review of the 2023 election and also additional information on plans for voter validation in the future.</p>	27 - 40

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>OFFICE FOR LOCAL GOVERNMENT (OFLOG)</p> <p>To consider a report from the Director of Strategy and Resources on the newly established Office for Local Government (OFLOG), established by the Government to provide authoritative and accessible data and analysis about the performance of local government and to support its improvement.</p>	41 - 58
10			<p>WORK PROGRAMME</p> <p>To consider the Scrutiny Board’s work schedule for the 2023/24 municipal year.</p>	59 - 78
11			<p>DATE AND TIME OF NEXT MEETING</p> <p>The next public meeting of the Board will take place on 16 October 2023 at 10.00am. There will be a pre-meeting for all board members at 9.30am.</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 17TH JULY, 2023

PRESENT: Councillor A Khan in the Chair

Councillors G Almass, H Bithell, S Burke,
D Chapman, B Flynn, T Hinchcliffe,
W Kidger, A Parnham, M Robinson and
E Thomson

15 Appeals Against Refusal of Inspection of Documents

There were no appeals.

16 Exempt Information - Possible Exclusion of the Press and Public

There was no exempt information on the agenda.

17 Late Items

There were no late items.

18 Declaration of Interests

There were no declarations.

19 Apologies for Absence and Notification of Substitutes

There were no apologies.

20 Minutes - 19 June 2023

RESOLVED – That the minutes of the meeting held on 19 June 2023 be confirmed as a correct record.

21 Matters Arising

Minute 10 – Sources of Work

The work programme had been updated to reflect the discussion. A report on Attendance Management and Employee Mental Health would be brought to the September meeting.

Minute 11 – Performance Report

Members had received an update following the issues relating to the KPI on Education Health Care Plans. This will be considered by the Scrutiny Board

Draft minutes to be approved at the meeting
to be held on Monday, 18th September, 2023

(Children & Families) as part of the inquiry in EHCPs and the Board would receive further updates as this work develops in 2023/24.

Minute 12 – Being Our Best – Our Organisation Plan for 2023 Onwards

Members had received information on the menopause toolkit.

Minute 13 – Work Programme

Budget action plans would be addressed in the 2022/23 Financial and Treasury Management Outturn Report which are considered later on this meeting agenda.

22 Leeds 2023 Progress Update

The report of the Chief Officer, Culture and Economy provided the Board with an update on the LEEDS 2023 Year of Culture.

The update focussed on the following:

- Programme structure
- Signature projects
- Partner projects
- Research and Evaluation
- Impact
- Beyond 2023
- Fundraising and sponsorship
- Consultation and engagement with Elected Members.

The following were in attendance for this item:

- Eve Roodhouse, Chief Officer, Culture & Economy
- Karen Murgatroyd, Executive Manager – Leeds 2023
- Cllr Jonathan Pryor, Executive Member for Economy, Culture & Education
- Kully Thiari, Creative Director and CEO Leeds 2023
- Abigail Scott Paul, Director of External Relations Leeds 2023

The Board was given an overview of events and opportunities for involvement that had happened to date which included the Awakening Event at the outset of the year and signature events that had been held. Detail of upcoming and current events was also highlighted.

A presentation was delivered on Leeds 2023 Year of Culture. The following was highlighted:

- Data relating to impact and engagement – this was available on the Leeds 2023 website.
- Events and projects during ‘My Leeds Summer.’

- Engagement with schools and young people. Over 40% of schools had been involved so far and it was hoped to reach 75%.
- Volunteer involvement – volunteers had been recruited from across all wards and had worked with other organisations across the city.
- Media coverage – national and international.
- Digital reach and engagement – there had been a large number of online interactions.
- Evaluation so far and economic impact.

Thanks were expressed to all Members who had been involved and to the Leeds 2023 team for the success to date.

In response to comments and questions from the Board, discussion included the following:

- Updates to Community Committees – Members were asked to share details of events through their wider networks where possible.
- Members congratulated the Leeds 2023 team and in particular the Neighbourhood Hosts for their work in staging events and involvement at a local level,
- Leeds 2023 had been designed to help people, develop skills and drive ambition with young people playing a particularly big part as a result the full impact of this may not be seen for a number of years.
- Age profile data was being collected and members were interested in participation of over 60s in the year so far.
- The experience in Leeds would help to support other local authorities in West Yorkshire with culture related events, notably Bradford and Kirklees.
- There would be an economic legacy with increased spending this year but also future benefits of attracting business to the city with employment opportunities in the cultural sector.
- Information on a ward basis with regards to engagement, events and financial benefits was requested.
- The Inclusive Growth Strategy was currently being updated and culture would be included as an area that was prioritised for investment.
- There were cultural organisations coming to Leeds including a northern hub for the British Library, a national poetry centre and other arts organisations.
- Examples of partnership work with local organisations, neighbouring cities and partners in Europe.
- There would be increased work and targeting of schools that have not been involved yet and Members were ask for support where there may be gaps.
- There had been support from WYCA through financial investment of £1.5m to support a specific project. The West Yorkshire Mayor had also been supportive of the program.
- There had been significantly less funding than cities who had done a year of culture under the European or UK program, Leeds has been delivering the programme without the support of a wider European or

UK city of culture banner. Given this context and the wider challenges posed by the pandemic and now increased cost of living pressures, the funding envelope secured by Leeds 2023 has been a significant achievement.

- KPIs – It was on track to meet the target to double the Council's investment in Leeds 2023. It was difficult to predict performance in relation to the KPIs at this stage as the year was only half way through but there were positive signs.
- Fundraising for the Hibiscus Rising statue – fundraising was still in progress and could continue after the installation of the statue.
- Each signature event had a creative skills programme and there would be a Creative Skills Fair later in the year. There were also several young people involved in work placements. Members requested Details on the Creative Skills Fair.
- Full details on grants and employment creation would not be known until a full evaluation at the end of the year.
- Ensuring children had access to music, performance and the arts.

RESOLVED – That the report and progress made be noted. Along with plans for Leeds 2023 to return to the Scrutiny Board later in the 2023/24 municipal year with a focus on legacy and evaluation.

23 People Management Update

The report of the Chief HR Officer provided an overview and update on a number of key people management activities, particularly the Council's approach to managing employee performance and the work taking place to develop a balanced approach – Let's Talk Openly About Performance.

The report also provided a progress update following the Board meeting in March with regards to the management of attendance.

The following were in attendance for this item:

- Andy Dodman, Chief HR Officer
- Claire Matson, Head of Human Resources
- Mariana Pexton, Director of Strategy and Resources
- Cllr Debra Coupar, Executive Member for Resources

The Board was given a presentation which focussed on the following two main areas:

- Management of Attendance
- Management of staff performance

Reference was made to the Being Our Best plan and what was expected from leaders and managers through the related Be Your Best Management Development Programme. Issues highlighted included the following:

- Leadership training

Draft minutes to be approved at the meeting
to be held on Monday, 18th September, 2023

- Appraisal management and regular supervision
- Health and Safety
- Equality, Diversity and Inclusion (EDI)
- Managing staff performance – the Me, We, and Us Approach
- Support available for managers and leaders including training.

In response to questions and comments from the Board, discussion included the following:

- Interventions and support for aspiring managers, new managers and more experienced managers.
- Mandatory EDI training for all 2,200 managers was almost complete.
- All directorates were committed to managing employee performance. There was support for hybrid workers and there was an expectation that all staff would attend the workplace on a regular basis. Evidence had shown more one to one contact between managers and staff where homeworking was involved, albeit by remote means.
- There were organisation design principles to ensure that numbers of staff to be managed were reasonable and appropriate. The Board requested more information on manager to staff ratios.
- For more formal issues staff and managers are encouraged to meet in person.
- Information was requested regarding the number of managers that had left through the early leaver's initiative from the 25 mentioned in the report.
- Annual and mid-year appraisals were generally supported by more frequent, supervision meetings to ensure regular 'check ins' on performance and wellbeing and to ensure that any issues raised in appraisals are flagged and have been part of ongoing discussion.
- There were checks and balances to ensure that fairness was a part of performance management.
- Targeted support to tackle days lost to absence has been rolled out successfully and there was scope for this support to be moved to other areas where absence rates are higher.
- There would be further information in September's update about attendance management, alongside details from the Staff Survey.

RESOLVED –

- a) That the content of the report and the ongoing work to develop a Managing Staff Performance toolkit that will support managers to build a culture where everybody is comfortable having regular open conversations about performance be noted.
- b) That the progress made in reducing the levels of sickness absence be noted.

24 2022/23 Financial and Treasury Management Outturn Reports

The report of the Head of Democratic Services provided the Board with the outturn position for the 2022/23 financial year covering the General Fund revenue budget and the Housing Revenue Account (HRA) at Appendix 1 and the treasury management position at Appendix 2.

The following were in attendance for this item:

- Victoria Bradshaw, Chief Finance Officer
- Councillor Debra Coupar, Executive Member for Resources
- Mariana Pexton, Director of Strategy and Resources

Highlights from the report included the following:

- There was an overspend of £12.4 million which was a reduction of £3.9 million reported in April.
- Main areas of overspend were in Children & Families. Pressures included spending on looked after children. This was a position that was being experienced nationally.
- There was also overspending in Communities, Housing and Environment and this included Environmental Services and the Welfare Benefit Service.
- There were areas of underspend in the strategic budget and within the schools DSG.
- The figures reflected the pay award and increased costs of energy.
- Update on the capital budget.
- The treasury account had a £6m underspend which was largely a result of prudent borrowing and securing lower interest rates.

In response to comments and questions from the Board, discussion included the following:

- Housing Revenue Account – there had been overspending due to general pressures such as increased costs of material and labour. There had also been an increase in tenant arrears.
- All budget saving plans were robustly checked with input from Finance/HR/Legal Services/Asset Management where appropriate. There would be a report to Executive Board providing further updates and a number of the plans had already been achieved.
- Transformation programme – this was needed to deliver services within the resources available. There was funding available from capital receipts for service transformation towards this.
- Early Leaver's Initiative – If there was any required this would be on focussed areas linked to service reviews and where ELI was justified.
- There would be ongoing budget challenges due to inflation staying higher than expected, the pay increase being higher than budgeted for and the impact of increased interest rates.

RESOLVED –

- (1) That the content of the Financial and Treasury Management Outturn reports for 2022/23 be noted.
- (2) Consider how the priorities highlighted in the Scrutiny Board's discussion might inform decisions about future work programming.

25 Work Programme

The report of the Head of Democratic Services set out the 2023/24 work programme for the Board. The report reflected comments made at the June meeting under both the sources of work item and the first version of the work programme report.

It was reported that issues relating to the Housing Revenue Account would fall under the remit of the Scrutiny Board (Environment, Housing and Communities) and a response would be provided in terms of whether Strategy and Resources Board was able to consider any elements of this given its remit on budgetary and financial matters

RESOLVED – That the report and work programme be noted.

26 Date and Time of Next Meeting

Monday, 18 September 2023 at 10.00 a.m. Pre-meeting for all Board Members at 9.30 a.m.

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Staff Survey 2023

Date: 18th September 2023

Report of: Director of Strategy and Resources

Report to: Resources and Strategy Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The Council conducted its latest Staff Survey in Spring 2023. In total, 14729 staff were sent the survey and 7647 completed it – an overall response rate of 52%.

This report outlines the survey approach and response rates, the results and analysis, and how council teams are responding to the feedback.

The Staff Survey offers valuable feedback to help the Council gauge progress against its Best Place to Work ambitions, and provides an important measure relating to the Organisation Plan and People Strategy outcomes.

The Survey offers a voice to all colleagues at the council, and provides an insight into how staff feel about their job, their team, their workplace and employer.

It helps the Council to identify what is working well, and what needs improvement. The feedback is used to direct our employment and people agenda and actions. It gives us a good sense of how well our values are embedded in everyday work.

In the 2023 Survey, colleagues gave an overall satisfaction score for their jobs at Leeds City Council as 7.4 out of 10.

Recommendations

Resources and Strategy Scrutiny Board are asked to:

- a) Note the contents of this report, including the survey results, analysis and response plans
- b) Receive further updates and reports as this important work progresses, making links to the current and future scrutiny work programme as appropriate.

What is this report about?

The survey approach and response rates

- 1.1 This latest Staff Survey took place between April and May in 2023. This was the first time that staff survey had been conducted since 2019 because of disruption due to Covid-19. Between 2020 and 2022, the council conducted 5 Wellbeing Pulse Surveys, and the results and actions from these were regularly shared with Scrutiny Board.
- 1.2 All council colleagues were asked to complete the 2023 Staff Survey. 14729 staff were sent the survey and 7647 completed it – an overall response rate of 52%. Staff were asked to feedback on 21 agree/disagree statements, plus the wellbeing questions from the Pulse Survey. Free text comments, both positive and negative, were also captured.
- 1.3 One of the 21 questions is an overall satisfaction score/promoter question which is “Overall, if a friend asked you to give a score out of 10 for your job at LCC, what would it be?”. This can be benchmarked against other organisations.
- 1.4 A range of different methods were used to encourage the best possible return, including options for colleagues who do and those that don't have regular IT access at work (e.g. site visits, poster campaigns, and a QR option on our paper survey forms). Response rates were higher than in 2019, increasing by 4% in 2023. There were higher returns from both online colleagues, and those that don't have IT access through work.
- 1.5 Confidentiality and participant anonymity are taken extremely seriously. This is important to individual staff members and their trust in the process. Only aggregated data is ever shared and there are strict rules around access to data so that we protect anonymity at all times.
- 1.6 Response rates varied from service to service and group to group. 64% of online colleagues responded compared to 32% of those without IT access through work. Directorate level responses ranged from 43% to 55%. Individual team response rates ranged from 12% to 96%.
- 1.7 Confidence in the data is high, and the results can be trusted as a valid and representative view for teams in the majority of cases. Where data confidence is low due to smaller returns, these results are treated with caution.

The results and analysis

- 2.1 A summary of the results from the 2023 Survey can be seen in Appendix 1. At council level, colleagues gave an overall satisfaction score for their jobs at LCC as 7.4 out of 10.
- 2.2 76% of all council colleagues who responded gave an overall satisfaction score of 7 out of 10 and above.

2.3 8% of all colleagues who responded, gave an overall satisfaction score less than 5 out of 10.

2.4 A council level analysis of question responses is shown in the diagram below, along with comparisons to 2019 results where this can be made. All statements received a majority positive rating (i.e. more than half of all colleagues agree)

2.5 Higher levels of agreement (75% and up) were seen in relation to the following:

- I know what is expected of me at work
- My team supports equality and preventing discrimination
- I get help and support from colleagues
- I enjoy my job
- I am well supervised/line managed
- I am able to speak up around concerns
- I am treated fairly at work

2.6 Lower levels of agreement were seen around the following:

- There are opportunities to progress my career
- I have good quality tools, IT equipment and systems
- I feel well prepared and supported through change
- My workload is manageable
- Our team meetings work well

2.7 A Manager Dashboard has been developed, which gives a service-by-service picture of the results. This has been shared with all teams. Results vary from team to team, and the dashboard allows better local understanding, benchmarking and more relevant action planning.

2.8 A full demographic analysis of the staff survey results is underway, to analyse the data and feedback around the following groups: Sex and gender, Ethnicity, Disability, Carer, Sexual Orientation, Age, Religion, Pay Scale, Length of Service, Working Hours.

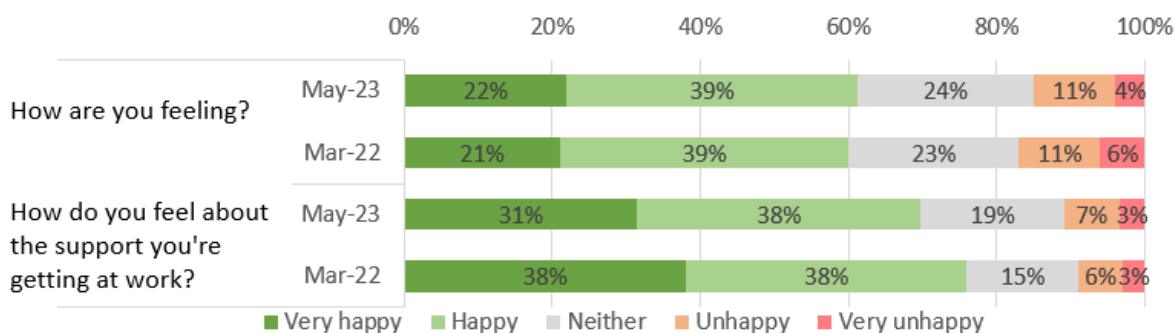
2.9 Early observations from the demographic analysis show the following variations in feedback from different groups. Further analysis is underway to fully understand this, so we can be sure there is a secure evidence base for action. The table below shows the groups which stood out as scoring noticeably higher or lower. Where groups do not appear in the table e.g. LGBT+, this is because the results from these staff groups were in line with the average scores for all council staff.

More likely to score noticeably higher	More likely to score noticeably lower
Recent appointees	Longer serving
Offline women compared to online	Disabled colleagues
Asian/Asian British	Carers
Black/Black British	Men (especially over 30)
Grades A-C	White British

Director grades	Religion other than Christianity
Part time	Offline
Online (apart from workloads)	

2.10 Initial benchmarking has been undertaken – comparing the Council’s staff survey results against other large local authorities nationally, and health partners in the city. This shows that the council is performing well in many areas and shares similar workforce challenges to other public sector partners. There is opportunity for learning too, in relation to areas where others are performing more strongly.

2.11 The responses to the wellbeing questions in the 2023 staff survey, gives a comparison to feedback from previous wellbeing pulse surveys, the most recent of which was conducted in March 2022. This time around, 69% of colleagues stated they were happy with the support they received at work, and 10% said they were not.



2.12 A lot of time has been spent analysing the free text comments, which are very much valued (both positive and negative comments). Key and common themes have been captured, with the most frequently recurring being:

Negative comments	Positive comments
Workload pressures (34%)	Job enjoyment (25%)
Management support (19%)	Great team and colleagues (12%)
I love my job, but (14%)	Supportive environment (10%)
Low Pay (13%)	Praise for line manager (8%)
Together these account for 80% of all negative comments	Together these account for 55% of all positive comments

How council teams are responding

3.1 The feedback from the Staff Survey is being used to direct our employment and people agenda and actions. It complements and sits alongside other workforce intelligence we have.

3.2 The key issues and action areas from the Staff Survey 2023 are listed below.

Career progression opportunities

Quality tools IT equipment and systems

Support around change

Workloads

Team Meetings

Feeling Valued

3.3 Feeling Valued has been added to the 5 previously mentioned lower scoring statement areas because our analysis shows that it has a significant impact on how staff feel about work overall, and their overall satisfaction score. It is an important driver and factor.

3.4 Action will be expected and needed at various levels. All managers and teams will play a crucial role, responding locally and working with their teams to develop their specific response plans. Some of the solutions will sit at corporate, council wide level, and be delivered as part of our Organisational Plan. All employees can make a contribution by making suggestions and changes and by living council values and behaviours day to day. This collective approach is captured in Appendix 3.

3.5 A set of suggested actions have been agreed by Directors and will be incorporated into response planning taking place in their services. This will help address the key issues from the staff survey and ensure that there is collective action across all teams. These are shown in Appendix 4.

3.6 Strategic, council wide activities will take place as part of the response plan. Many are already in motion, and new and refreshed actions will be added over the coming months. Corporate action will cover a broad spectrum of areas such as:

Core Business Transformation programme, to modernise our systems

Staffing levels and workload pressures

How we allocate and prioritise work

Developing inclusive recruitment, flexible deployment and career paths

Investment in and access to staff development

A refresh of our Disability and Carers action plan

Further investment in manager development through our Be Your Best programme

Policy review to streamline our approaches

Digital investment and skills development

Equality, Diversity and Inclusion action planning

Best Place to Work pledge to all staff – improving the work environment

Communications and engagement frameworks

Governance arrangements

Be Well – our staff wellbeing support

Recognition

3.7 Extra support will also be provided to identified service areas. This will ensure that the necessary corporate support is offered to those teams in need of most support. It will help us to target available resource and expertise, to supplement cross council activity. Discussions are currently taking place with Directors to identify which teams would benefit most from this type of support, and around which issues. The service-by-service results and analysis is being used to help in this exercise.

3.8 Work is already underway with those services who returned the lowest response rates for the staff survey, to help us understand the reasons for this, and what actions we can take to improve this in the future.

3.9 Further to the early benchmarking already undertaken, ongoing sharing and learning with other partners in the city and the sector will take place.

What impact will this proposal have?

4 The Staff Survey offers valuable feedback to help the Council gauge progress against its Best Place to Work ambitions and provides an important measure relating to the Organisation Plan and People Strategy outcomes. A happy, motivated and valued workforce has a positive impact on service delivery and customer service.

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

What consultation and engagement has taken place?

Wards affected:

Have ward members been consulted?

Yes

No

5 Members, Trade Unions and Staff Networks have been engaged throughout each stage of the staff survey project – initial design and development, delivery and response planning. All teams and managers are actively involved.

What are the resource implications?

6.1 Resource implications around the delivery of the council's response plan will be assessed by Directors.

6.2 A key issue to address is around workloads, staffing pressures and affordability, particularly given the financial challenges that the council is facing.

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

7.1 Ensuring that there is visible and tangible action, via a 'You Said, We Did' type approach is key to successful delivery of improvements based on the feedback colleagues have offered. All colleagues will want to see demonstrable change and improvement.

7.3 An important first step is to make sure that all colleagues receive communication about the survey results, main findings and proposed next steps – this is currently taking place.

7.4 Engaging with those that did not complete the survey is also important, to understand why and to check that their voice is being represented.

7.5 The success of the council response depends on the collective effort of all colleagues to make a difference, and concerted effort continues to engage all managers and teams in action planning.

7.6 The current financial situation may affect investment in response planning, and Directors will give this careful consideration.

What are the legal implications?

8 There are no specific legal implications associated with this report.

Options, timescales and measuring success

What other options were considered?

9 The Staff Survey returned this year for the first time since 2019, after a number of shorter wellbeing pulse surveys were conducted as an alternative throughout the Covid-19 period.

How will success be measured?

10 Our [People Strategy 2020-25](#) sets out our ambition to be the Best Place to Work with a clear focus on creating a great all round employee experience for all staff, with the support of their leaders and managers working in a positive organisational culture, driven by our council values. We have a range of key performance indicators that capture how efficient, enterprising and healthy the organisation is, and the overall employee experience for staff.

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

11.1 Directors will lead the response planning with their services. Corporate support services will play a key role and all managers will be expected to deliver improvement action plans for their teams. Staff Networks and Trade Unions will be active partners, alongside elected members.

11.2 Response planning is now taking place, with implementation to continue throughout the remainder of 2023/24.

11.3 Regular monitoring and reporting to Directors, Executive Members and Scrutiny Board over the next 6 to 12 months.

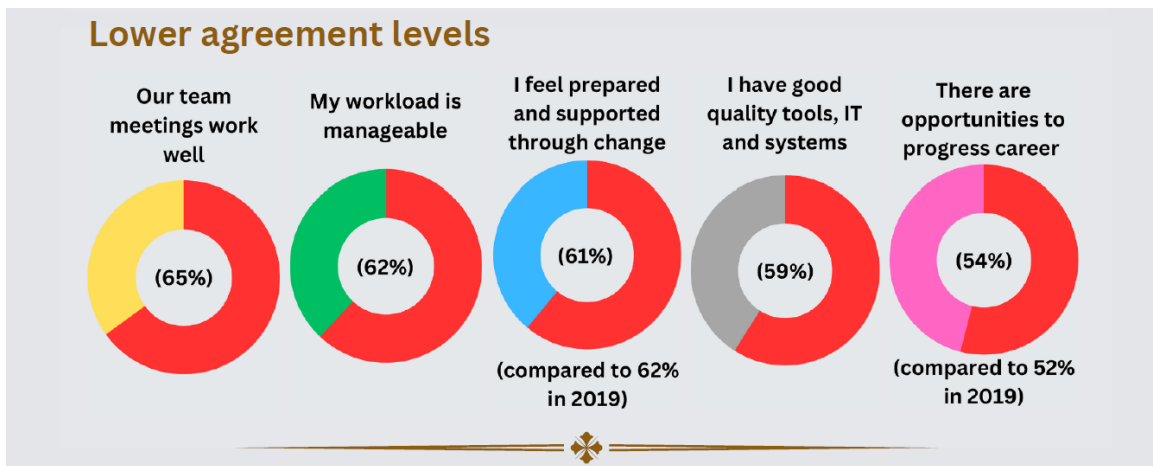
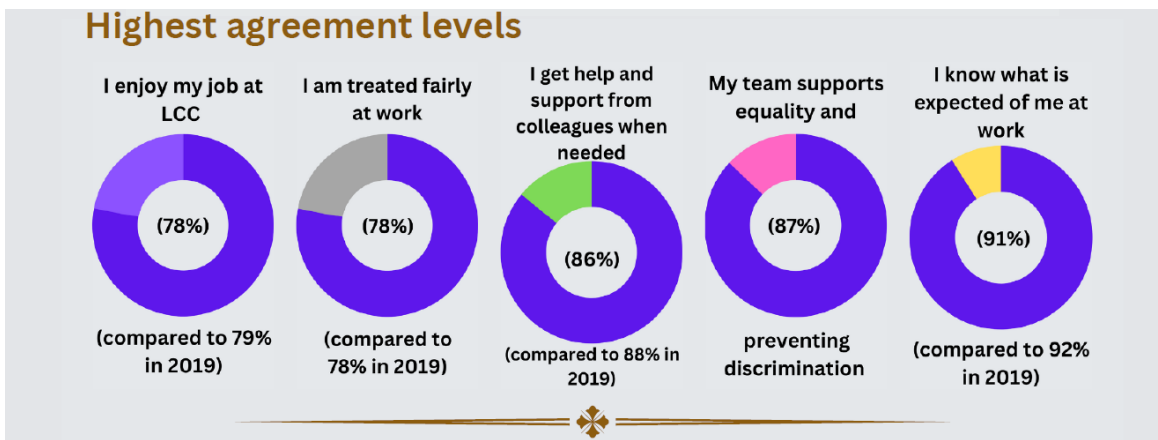
Appendices

- Appendix 1- A summary of results from the 2023 Staff Survey
- Appendix 2- A council level analysis of question responses from the 2023 Staff Survey
- Appendix 3- The collective approach to response planning
- Appendix 4- A set of suggested actions that will be incorporated into team planning

Background papers

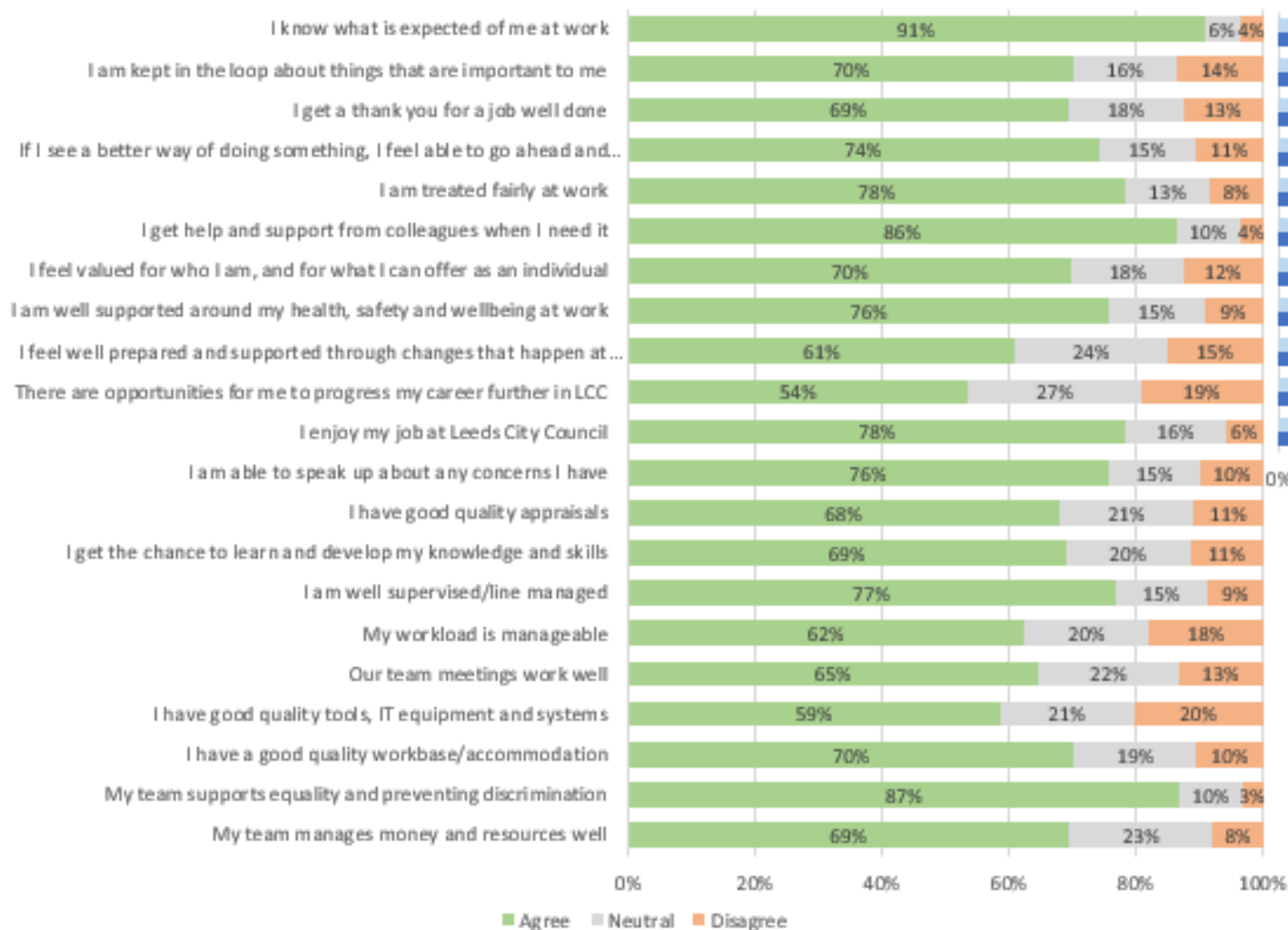
- None

Appendix 1 - A summary of results from the 2023 Staff Survey

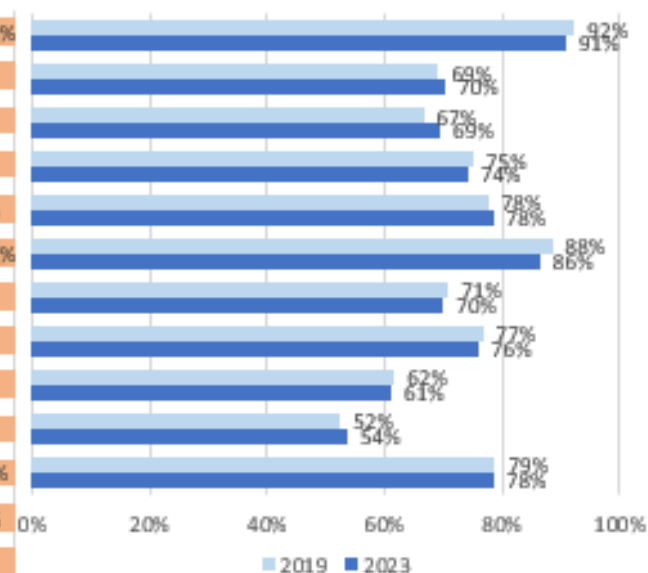


Appendix 2 - A council level analysis of question responses from the 2023 Staff Survey

How much do you agree or disagree with the following...



Comparison to 2019



All questions - positive ratings
2019 to 2023 similarities

Online and offline differences
Variations across services

Appendix 3 – The collective approach to response planning

ME Everyone

OUR VALUES AND BEHAVIOURS HELP EVERYONE BE THEIR BEST

Being your best	Lead others	Be a team player	Be part of a team	Be a professional
<p>Being your best is about leading by example and promoting a culture of excellence. It's about being the best you can be in everything you do.</p> <p>Be a role model for others. Show your passion and commitment. Be the first to arrive and the last to leave. Be the one who goes the extra mile.</p> <p>Be a team player. Support your colleagues and help them to succeed. Be the one who has their back to others.</p> <p>Be a professional. Be honest, fair, and respectful. Be the one who is always on time and follows the rules.</p>	<p>Lead others is about inspiring and motivating others to do their best. It's about being a role model and showing others the way.</p> <p>Be a role model. Show your passion and commitment. Be the first to arrive and the last to leave. Be the one who goes the extra mile.</p> <p>Be a team player. Support your colleagues and help them to succeed. Be the one who has their back to others.</p> <p>Be a professional. Be honest, fair, and respectful. Be the one who is always on time and follows the rules.</p>	<p>Be a team player is about working well with others and supporting them to succeed. It's about being a team player and helping others to do their best.</p> <p>Be a team player. Support your colleagues and help them to succeed. Be the one who has their back to others.</p> <p>Be a professional. Be honest, fair, and respectful. Be the one who is always on time and follows the rules.</p>	<p>Be part of a team is about being a member of a team and supporting the team to succeed. It's about being a team player and helping others to do their best.</p> <p>Be a team player. Support your colleagues and help them to succeed. Be the one who has their back to others.</p> <p>Be a professional. Be honest, fair, and respectful. Be the one who is always on time and follows the rules.</p>	<p>Be a professional is about being a professional and supporting the organization to succeed. It's about being a professional and helping others to do their best.</p> <p>Be a professional. Be honest, fair, and respectful. Be the one who is always on time and follows the rules.</p>

WE Appraising managers and teams

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

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

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

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

US Corporate actions

BEING OUR BEST
Our plan for 2023 onwards...

The infographic features a central graphic with the text 'BEING OUR BEST' and 'Our plan for 2023 onwards...' surrounded by various icons representing different areas of focus, such as buildings, people, and technology. The icons are arranged in a circular pattern around the central text.

Appendix 4 - A set of suggested actions that will be incorporated into team planning



To all managers and teams

Here are council-wide issues that came up through our 2023 Staff Survey, with some suggested actions for you to build into your local response and plans.

Career progression opportunities	<ul style="list-style-type: none"> The quality of personal development plans in appraisals Coaching and mentoring opportunities Uptake on Be Your Best and other development Career ambitions conversations in appraisals
Quality tools, IT equipment and systems	<ul style="list-style-type: none"> Doing a stock take on what tools and equipment people have and need Issuing all required kit promptly to new starters Understanding which IT systems are causing most frustration and why Supporting and regularly reviewing reasonable adjustments
Support around change	<ul style="list-style-type: none"> Involving colleagues in forthcoming changes Communicating well Regular wellbeing checks Supporting disabled colleagues Understanding the needs of older colleagues and carers
Workloads	<ul style="list-style-type: none"> How work is prioritised and allocated How we are managing staffing gaps and pressures Helping each other to get through busier and more challenging times Escalating if you are concerned about delivery
Team meetings	<ul style="list-style-type: none"> Reviewing all meetings Checking purpose, duration and attendance Asking team members for ideas to improve meetings Make sure that all meeting time, is time well spent
Feeling valued	<ul style="list-style-type: none"> Saying thank you often Celebrating good work and success Listening to those who are feeling undervalued Delivering our Step 4 EDI plans

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Electoral Services Update

Date: 18 September 2023

Report of: Director of Communities, Housing and Environment

Report to: Strategy and Resources Scrutiny Board

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

What is this report about?

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

- To update and inform the Strategy and Resources Scrutiny Board on:
 - Voter participation May 2023
 - Voter ID
 - Changes to the postal and proxy voting application process
 - Parliamentary boundary review

- The information in this report is for information only, no proposals are being made.

Recommendations

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

Why is the proposal being put forward?

- 1 This report is for information only. No proposals are being made.
- 2 A request was made for a report to inform on changes in voter behaviour in relation to the May 2023 elections, to provide an update on Voter ID at those elections and to explain the upcoming changes to the postal and proxy vote application process.
- 3 An update on the Parliamentary Boundary Review is also included in this report.
- 4 **Voter participation**
 - 4.1 Leeds continues to have the largest number of electors registered for postal votes in a single local authority in England.
 - 4.2 At the time of the May 2023 elections, the number of postal voters in Leeds stood at 177,807 (30.5% of the electorate).
 - 4.3 Of those electors registered for a postal vote, 111,242 returned them which is 62.56%
 - 4.4 Some returned postal votes were rejected by the Returning Officer in accordance with regulations. Rejection typically occurs when a postal vote is returned without the ballot paper or security statement and where the date of birth and/or signature is incorrect, missing, or unreadable.
 - 4.5 The number of rejected postal votes at the elections in May 2023 compared to May 2022 and 2021 was as follows:

Postal Votes	2021	2022	2023
Total Issued	204779	186367	177807
Total Rejected	4705	2569	2770
Total PVs returned	146142	121912	107356
% PVs returned	71.37%	65.41%	60.37%
% of PVs rejected from the overall number returned	3.22%	2.11%	2.6%
% of PVs issued from the overall number issued	2.30%	1.38%	1.56%
Average number of PVs rejected in a ward	143	78	84

- 4.6 A table showing the number of rejected postal votes by ward for the years 2019, 2021, 2022 and 2023 is attached at Appendix A.
- 4.7 Postal vote rejection rates slightly increased in 2023, but some fluctuation is expected. There is still a significant improvement compared to other years. The measures introduced by Electoral Services to reduce the number of rejected postal votes are set out in a [previous report](#) to the Board dated 22 September 2022.
- 4.8 A further reduction in rejection rates is anticipated when new signatures are obtained from electors under the changes to absent voting applications mentioned in 6. below.
- 4.9 The higher number of registered postal voters means more electors vote by post in the Leeds City Council area than at a polling station. This has been the case since the Covid elections in 2021. The table below shows how voter behaviour has changed in this respect over the past 7 years.

Year	Type	By post	In person
2018	LCC (all out)	33.44%	66.56%
2019	LCC & Parish	34.04%	65.96%
2020	No elections	--	--
2021	LCC & Mayoral	63.75%	36.25%
2022	LCC	62.27%	37.73%
2023	LCC & Parish	58.19%	41.81%

4.10 The overall turnout at the May 2023 elections was 31.49% This fell by 2.21% compared to May 2022 elections which saw a turnout of 33.7%. The drop in turnout was replicated nationally and was largely attributed to voter apathy resulting from national issues, and the possibility of some electors without ID not going to the polling station at all, rather than being turned away.

5 Voter ID

- 5.1 On 4 May, electors were required to show a form of photographic ID from an [approved list](#) before they could be issued a ballot paper.
- 5.2 The Head of Electoral Services [Report to the Board in March 2023](#) outlined the reason for this requirement.
- 5.3 The Electoral Registration Officer received 1,864 applications for Voter Authority Certificates to be used as an approved form of ID in the polling station.
- 5.4 The number of electors who voted using a Voter Authority Certificate as their ID was 588, 31.54% of those who applied for one.
- 5.5 In total, 77,152 electors voted in a polling station in Leeds. Of that number, 601 electors were initially refused a ballot paper either because they had no ID or had brought ID that was not on the approved list.
- 5.6 Of the 601 initially refused, 376 returned to the polling station with approved ID and were issued with a ballot paper.
- 5.7 This meant 225 electors applied for a ballot paper in a polling station and were not able to vote on 4 May, 0.29% of the overall number of electors who attended a polling station.
- 5.8 A breakdown of this number by ward can be found [here](#).
- 5.9 The ward average is 7 refusals. The ward with the lowest number of refusals was Farnley & Wortley, where no electors were refused a ballot paper. The ward with the highest number was Gipton & Harehills where 45 electors were refused a ballot paper.
- 5.10 A total of 31 electors asked for their identification to be checked in the privacy area each polling station must now have. The reason for such requests were not recorded, as the electors were not required to provide a reason.
- 5.11 Electoral Services are using this data to assist with planning for future elections, to provide additional resources, communications, and support in areas where refusals were

higher, or privacy requests were more common. This is still in very early planning stages and we are unable to provide further information at this time.

- 5.12 A comparison with neighbouring authorities and core cities where elections were held shows Leeds favourably in terms of the % of electors who attempted to vote but were refused, as the table below demonstrates.

Local Authority	%
Bradford	0.76%
Calderdale	0.52%
Kirklees	0.49%
Leeds	0.29%
Leicester	0.24%
Liverpool	0.38%
Manchester	0.96%
Nottingham	0.49%
Sheffield	0.28%

- 5.13 The low refusal rate in Leeds can largely be attributed to the extensive local communications campaign which was wide reaching and targeted to individual areas and needs.
- 5.14 Electoral Services also provided comprehensive additional polling station staff training which ensured the volunteers running polling stations understood the rules and could provide the right information to those without ID to enable them to return and be issued a ballot paper.

6 Changes to the postal and proxy vote application and signature renewal process

- 6.1 An online absent vote application service will be introduced to allow electors to apply for a postal or proxy vote online.
- 6.2 The proposed implementation date of this service is 31 October 2023, although this has not yet been confirmed by the Department of Levelling Up Housing and Communities (DLUHC) and at the time of writing the date of a go-live decision is not known.
- 6.3 There will still be the option for individuals to apply for an absent vote via the existing paper-based journey, however under both methods, additional information will be required.
- 6.4 Identity checking will be introduced for all absent vote applications, except for emergency proxy arrangements.
- 6.5 The identity checking requirements will mirror those for registration applications; an elector will have to provide their National Insurance Number (NINo) during the application process or give a reason if this cannot be provided. Like the register to vote process, there will be an exceptions process in place.
- 6.6 Those eligible will be able to apply for the following absent vote arrangements using the online service:
- A postal vote;
 - A proxy for a particular election/referendum; and
 - A proxy for a definite/indefinite period for:

- Overseas electors
- Armed forces voters
- Crown servants
- British council employees

- 6.7 The following arrangements will not be available for electors to apply for via the online service, and will remain offline:
- A postal vote applied for by a proxy voter
 - A proxy for a definite or indefinite period due to disability, employment, occupation, or service
 - An emergency proxy
 - Postal and proxy applications by anonymous electors
 - A signature waiver or refresh (although a partial journey will be enabled)
- 6.8 Currently absent voters must refresh their signature at five yearly intervals. The Elections Act 2022 introduces a restriction on the maximum time a person can hold their absent vote for.
- 6.9 For postal voters, their postal vote entitlement will now end on the third 31 January after their postal vote was granted. Put simply, a postal voting arrangement will last for a maximum of 3 years only.
- 6.10 There will be a transitional process for those electors with existing postal vote arrangements in place before the commencement of the new measures.
- 6.11 These electors, around 175,000 in total, will be required to complete a new application, either online or on paper, under the new system.
- 6.12 Existing postal voters will continue to be able to vote by post for relevant polls until the third 31 January following the commencement of the new measures. This will likely be 31 January 2026.
- 6.13 Detail of the transitional process for existing postal voters is not yet known. Anyone who applies under the new arrangements (from the proposed date of 31 October 2023 onwards), will automatically enter the new cycle and will be contacted to make a new application before the third 31 January after their application was made.
- 6.14 The five yearly signature refresh provisions will remain for proxy voters. However, proxy voters who have an arrangement in place prior to 31 October 2023 will need to reapply for their proxy vote before 31 January 2024.
- 6.15 This will affect just over 300 electors in the Leeds area.

7 **Parliamentary Boundary Review**

- 7.1 The Boundary Commission for England published their final recommendations for Parliamentary constituencies on 28 June 2023.
- 7.2 The table at Appendix B shows which constituency wards will be in at the next General Election, which must take place before 24 January 2025.
- 7.3 The Leeds Acting Returning Officer currently has responsibility for 8 parliamentary constituencies. Elmet & Rothwell, Leeds Central, Leeds East, Leeds North East, Leeds North West, Leeds West, Morley & Outwood (taking in part of Wakefield MBC), and Pudsey.

- 7.4 Under the new arrangements, the Leeds ARO will have responsibility for 7 parliamentary constituencies. Leeds Central & Headingley, Leeds East, Leeds North East, Leeds North West, Leeds South, Leeds South West & Morley, and Leeds West & Pudsey.
- 7.5 The Leeds ARO will 'give away' the responsibility for wards contained within the Selby (Kippax & Methley), Wakefield & Rothwell (Rothwell) and Wetherby & Easingwold (Harewood & Wetherby) constituencies to the ARO's from North Yorkshire and Wakefield Councils.

What impact will this proposal have?

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

- 8 Various wards will be affected by the changes to Parliamentary boundaries. There is no impact until the new boundaries are implemented when a General Election is called.
- 9 The changes to the absent voting application process will impact all applicants from the date of implementation, and all existing postal voters who must reapply under the new system by the end of January 2026.

What consultation and engagement has taken place?

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

What are the resource implications?

- 11 There are expected to be resource implications for Electoral Services during the transition to online absent voting and the new application cycle.
- 12 Funding will be available from DLUHC by way of both up front grants and justification led bids. Full details are yet to be provided.

What are the legal implications?

- 13 Not applicable - no proposal is being made currently.

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

- 14 Not applicable - no proposal is being made currently.

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

- Inclusive Growth Health and Wellbeing Climate Emergency

- 15 Not applicable - no proposal is being made currently.

Options, timescales and measuring success

a) What other options were considered?

- 16 Not applicable.

b) How will success be measured?

- 17 Not applicable.

c) What is the timetable for implementation?

18 Not applicable.

Appendices

19 Appendix A – Postal Voting Statistics

20 Appendix B – Wards ~ New Parliamentary Constituencies

Background papers

21 None.

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Appendix A
Postal Votes Rejected

Ward	Issued 2019	Issued 2021	Issued 2022	Issued 2023	Rejected 2019	Rejected 2021	Rejected 2022	Rejected 2023	% Rejected 2019	% Rejected 2021	% Rejected 2022	% Rejected 2023
Adel & Wharfedale	4405	7941	7230	6921	123	161	48	126	2.79%	2.03%	0.66%	1.82%
Alwoodley	3740	7822	7044	6672	110	197	123	141	2.94%	2.52%	1.75%	2.11%
Ardley & Robin Hood	3265	6475	6053	5836	86	117	84	63	2.63%	1.81%	1.39%	1.08%
Armley	2127	4627	4248	4039	62	118	77	106	2.91%	2.55%	1.81%	2.62%
Beeston & Holbeck	2272	4979	4622	4455	63	116	56	89	2.77%	2.33%	1.21%	2.00%
Bramley & Stanningley	2413	5413	4946	4689	69	147	65	68	2.86%	2.72%	1.31%	1.45%
Burmantofts & Richmond Hill	2500	4690	4369	4163	105	175	81	96	4.20%	3.73%	1.85%	2.31%
Calverley & Farsley	3695	7580	6908	6636	104	206	83	85	2.81%	2.72%	1.20%	1.28%
Chapel Allerton	2426	5461	4853	4622	65	128	91	82	2.68%	2.34%	1.88%	1.77%
Cross Gates & Whinmoor	3106	6618	6118	5825	84	159	69	71	2.70%	2.40%	1.13%	1.22%
Farnley & Wortley	2629	5869	5428	5171	68	119	94	68	2.59%	2.03%	1.73%	1.32%
Garforth & Swillington	3210	7329	6740	6461	85	127	79	85	2.65%	1.73%	1.17%	1.32%
Gipton & Harehills	3479	5266	4952	4806	154	220	149	110	4.43%	4.18%	3.01%	2.29%
Guiseley & Rawdon	4013	8575	7751	7444	91	158	73	83	2.27%	1.84%	0.94%	1.11%
Harewood	3445	6876	6176	5936	102	148	61	77	2.96%	2.15%	0.99%	1.30%
Headingley & Hyde Park	1193	2838	2207	2013	32	55	32	30	2.68%	1.94%	1.45%	1.49%
Horsforth	3821	7747	6867	6506	99	139	60	61	2.59%	1.79%	0.87%	0.94%
Hunslet & Riverside	2114	4208	3867	3625	71	117	99	105	3.36%	2.78%	2.56%	2.90%
Killingbeck & Seacroft	2716	5431	5175	4935	86	123	40	82	3.17%	2.26%	0.77%	1.66%
Kippax & Methley	2900	6445	6019	5772	71	106	57	119	2.45%	1.64%	0.95%	2.06%
Kirkstall	2139	4578	3970	3740	75	139	39	36	3.51%	3.04%	0.98%	0.96%
Little London & Woodhouse	1266	2570	2119	1939	45	78	37	47	3.55%	3.04%	1.75%	2.42%
Middleton Park	2738	5778	5473	5247	96	150	85	123	3.51%	2.60%	1.55%	2.34%
Moortown	3207	7108	6308	5986	101	166	83	83	3.15%	2.34%	1.32%	1.39%
Morley North	3015	6854	6264	6008	98	174	73	88	3.25%	2.54%	1.17%	1.46%
Morley South	2977	6383	5838	5547	84	142	87	90	2.82%	2.22%	1.49%	1.62%
Otley & Yeadon	4015	8173	7375	7018	86	113	119	50	2.14%	1.38%	1.61%	0.71%
Pudsey	3718	7716	7051	6747	104	177	85	92	2.80%	2.29%	1.21%	1.36%
Rothwell	2884	6309	5785	5484	82	115	85	95	2.84%	1.82%	1.47%	1.73%
Roundhay	3478	6974	6280	5915	125	214	100	143	3.59%	3.07%	1.59%	2.42%
Temple Newsam	2965	6101	5688	5496	94	140	55	50	3.17%	2.29%	0.97%	0.91%
Weetwood	3244	6409	5702	5467	92	119	105	73	2.84%	1.86%	1.84%	1.34%
Wetherby	3212	7636	6941	6686	80	142	95	53	2.49%	1.86%	1.37%	0.79%
TOTALS	98327	204779	186367	177807	2892	4705	2569	2770	2.94%	2.30%	1.38%	1.56%

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Wards / New Parliamentary Constituencies

To take effect from the next UK Parliamentary Election.

Final recommendations constituency	Wards
Leeds Central and Headingley BC	Headingley & Hyde Park
	Kirkstall
	Little London & Woodhouse
	Weetwood
Leeds East CC	Cross Gates & Whinmoor
	Garforth & Swillington
	Gipton & Harehills
	Killingbeck & Seacroft
	Temple Newsam – part of (polling districts TNB, TNC-X, TNC-Y, TNF, & TNG)
Leeds North East BC	Alwoodley
	Chapel Allerton
	Moortown
	Roundhay
Leeds North West CC	Adel & Wharfedale
	Guiseley & Rawdon
	Horsforth
	Otley & Yeadon
Leeds South BC	Beeston & Holbeck
	Burmantofts & Richmond Hill
	Hunslet & Riverside
	Middleton Park
	Temple Newsam – part of (polling districts TNA, TND, TNE, TNH, TNI, TNJ, TNK, & TNL)
Leeds South West and Morley BC	Ardley & Robin Hood
	Farnley & Wortley
	Morley North
	Morley South
Leeds West and Pudsey BC	Armley
	Bramley & Stanningley
	Calverley & Farsley
	Pudsey
Selby CC	Kippax & Methley
Wakefield and Rothwell BC	Rothwell
Wetherby and Easingwold CC	Harewood
	Wetherby

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Ward	No. of voters initially refused a ballot paper due to no or no approved ID	No. of voters who returned to the polling station with ID and were issued a ballot paper	Total numbers of voters who did not return to vote
Adel & Wharfedale	6	5	1
Alwoodley	18	15	3
Ardsley & Robin Hood	11	6	5
Armley	22	13	9
Beeston & Holbeck	33	29	4
Bramley & Stanningley	10	8	2
Burmantofts & Richmond Hill	40	32	8
Calverley & Farsley	14	9	5
Chapel Allerton	35	21	14
Cross Gates & Whinmoor	9	5	4
Farnley & Wortley	9	9	0
Garforth & Swillington	4	1	3
Gipton & Harehills	85	40	45
Guiseley & Rawdon	9	7	2
Harewood	7	4	3
Headingley & Hyde Park	15	12	3
Horsforth	4	2	2

Ward	No. of voters initially refused a ballot paper due to no or no approved ID	No. of voters who returned to the polling station with ID and were issued a ballot paper	Total numbers of voters who did not return to vote
Hunslet & Riverside	53	34	19
Killingbeck & Seacroft	17	8	9
Kippax & Methley	3	1	2
Kirkstall	10	3	7
Little London & Woodhouse	47	31	16
Middleton Park	18	8	10
Moortown	28	19	9
Morley North	6	3	3
Morley South	7	2	5
Otley & Yeadon	8	2	6
Pudsey	11	6	5
Rothwell	8	6	2
Roundhay	30	21	9
Temple Newsam	3	1	2
Weetwood	16	11	5
Wetherby	5	2	3
Total	601	376	225

Oflog Launch Metrics Summary and Initial Update on Leeds Performance

Date: 18 September 2023

Report of: Director of Strategy & Resources

Report to: Strategy & 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

On 4 July 2023, DLUHC Secretary of State Michael Gove formally announced the launch of the Office for Local Government (Oflog). (Policy Paper: [Office for Local Government: Understanding and supporting local government performance](#))

The launch outlined the Government's vision for Oflog, to provide authoritative and accessible data and analysis about the performance of local government and to support its improvement. As part of this vision, Oflog identified four key areas of performance on which initial focus will be placed: adult social care, adult skills, waste and finance. The areas of focus are expected to grow as Oflog becomes more established.

This report provides a summary of the performance indicators (metrics) Leeds City Council will be required to report against these focus areas as well as a current set of results for the council's performance against relevant comparators.

This report also highlights any particular issues of concern with performance results for the metrics as well as with the metrics themselves.

Recommendations

Elected members are asked to:

- a) Note the information provided in the appendix to this report which contains an overview of the Oflog metrics and results for Leeds and relevant comparators.
- b) Agree that Oflog metrics should be incorporated into regular performance reporting to the Scrutiny Board which takes place twice per year.

What is this report about?

- 1 The Office for Local Government (Oflog) was first announced by the Secretary of State in June 2022 and formally launched in July 2023 with Lord Amyas Morse as Interim Chair and Josh Goodman as Interim Chief Executive. Government has outlined a vision for Oflog's long-term ambition to become the authoritative source of information for local authorities, with its purpose being outlined as:
 - a) **Increasing transparency** – councils, the public and central government should have a clear understanding of how decisions are being made, how money is being spent, and how this impacts outcomes and delivery of key services.
 - b) **Fostering accountability** – Oflog should improve local scrutiny by councillors and the public alike and enhance the transparency which supports democratic accountability to the public.
 - c) **Use data to further improve local government performance and help identify problems** at an earlier stage to better understand performance, drawing on the best available data and evidence. Quality and meaningful data will be the cornerstone of Oflog.
- 2 There remains some uncertainty about how far and how quickly Oflog will continue to develop, and what its ultimate responsibilities and powers (if any) will become. However, with the launch of the Oflog Local Government Data Explorer and first set of metrics by which it will monitor council performance, we can begin to understand the opportunities and challenge its introduction offers to the sector.
- 3 This report provides members with the opportunity to consider the performance information contained in the Oflog metrics shown in Appendix 1 and the issues which have been highlighted in relation both to performance and the metrics themselves.

What impact will this proposal have?

- 4 While further information on the nature of Oflog's future development is needed, and as detailed in Appendix 1 some clarifications are needed on the work to date, there are clearly some positive opportunities presented by the creation of this new body.
 - a) **Benchmarking and data analysis** – outside of some specific, often statutory, service areas or metrics it can often be a challenge for councils to undertake accurate and effective benchmarking when there is no standard way of collecting and analysing data sets. The council has previously procured a number of benchmarking tools to support activity of this nature but has seen first-hand the pitfalls of comparing Leeds against data from other local authorities which is not like-for-like and therefore has limited use. Early evidence from the Oflog data explorer highlights this same issue, but in the medium-term Oflog's positioning and influence has the potential to deliver improvements in this area.
 - b) **Sharing best practice across the sector** – Insights provided by Oflog provide a further opportunity to understand where councils have made strong improvement in outcomes, highlighting those organisations from which we may be able to learn. This provides an additional route for this peer support, building on existing networks with which we engage including Core Cities, West Yorkshire Combined Authority partners, Yorkshire and Humber Councils, and bilateral relationships held with similar authorities.
- 5 In all of this, it will remain important that the different circumstances and contexts of local authorities are recognised, and we avoid adoption of one-size-fits-all or disproportionately target-driven approaches which risk leading to poorer overall outcomes for citizens. The council will continue to engage positively and constructively with Oflog, both directly and through sector networks, to help inform future developments.

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

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

Health and Wellbeing Inclusive Growth Zero Carbon

- 7 This report supports the three pillars by providing performance information relating to aspects underpinning them.

What consultation and engagement has taken place?

Wards affected: N/A

Have ward members been consulted? Yes No

- 8 This is an information report and as such does not need to be consulted on with the public. However, performance information is routinely reported to Scrutiny Boards and an Annual Performance Report is submitted to Executive Board and performance is published on the council's website; and in relation to these specific metrics, on the Oflog website.

What are the resource implications?

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

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

- 10 There is a comprehensive risk management process in the council to monitor and manage key risks that could impact on delivery of the aims set out in the Best City Ambition. The provision of accurate and timely performance information assists the risk management process in functioning effectively, with some of the KPIs acting as 'early warning indicators' that a risk may be increasing in significance or about to occur. This will apply to the indicators required by Oflog.
- 11 Without a comprehensive set of performance indicators, regularly reported to the right stakeholders within the council, there is a risk that poor performance may not be identified, and corrective action not taken to address them. This could result in problems with service delivery and have an adverse impact against the Best City Ambition and the council's reputation.

What are the legal implications?

- 12 Performance information is publicly available and is published on the council website, and in relation to the specific metrics included in the attached appendix, is published on Oflog's website. This report is an information update providing Scrutiny with a summary of performance for the Oflog metrics and as such is not subject to call in.

Options, timescales and measuring success

What other options were considered?

13 N/A

How will success be measured?

14 N/A

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

15 The arrangements for reporting the metrics to Oflog are still to be finalised. Directors and Chief Officers have responsibility for performance within their own services and the Director of Strategy & Resources has overall responsibility for performance arrangements and implementing the necessary procedures in relation to these Oflog metrics.

Appendices

- Appendix 1 – Oflog Metrics Summary and Results (Leeds and Comparators)

Background papers

- None

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

OFLOG INDICATORS

The Office for Local Government (OFLOG) was launched during the LGA Conference in Bournemouth in July 2023. The aim of OFLOG is to provide authoritative and accessible data and analysis about the performance of local government, and support improvement.

OFLOG brings together a selection of existing metrics across four initial service areas: Finance; Adults Social Care; Adult Skills; and Waste. Further service areas will be added, and existing areas expanded, as the metrics are developed.

For each service area, please see a table of historical data (Leeds only) and a table providing Core City / CIPFA / Mayoral Combined Authority data (as appropriate) for 2021-22.

1. FINANCE INDICATORS

The indicators below have been selected by Oflog to show information about council finances. They aim to provide contextual information on local authority funding, the constraints they face and their overall financial resilience.

HISTORICAL LEEDS DATA									
Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Non-ringfenced reserves as percentage of net revenue expenditure			12.2%	14.4%	14.0%	34.2%	27.8%		
Non-ringfenced reserves as percentage of service spend			10.5%	12.2%	11.7%	25.8%	21.1%		
Social care spend as percentage of core spending power			73.9%	71.1%	73.9%	75.1%	70.2%		
Debt servicing as percentage of core spending power			8.8%	9.6%	11.1%	15.1%	12.9%		
Total debt as percentage of core spending power				528.9%	526.3%	516.6%	486.8%		
Total core spending power per dwelling	£1,554.55	£1,497.48	£1,517.57	£1,534.13	£1,555.43	£1,637.37	£1,667.58	£1,803.16	£1,971.82
Level of Band D Council Tax Rates	£1,169	£1,216	£1,276	£1,340	£1,393	£1,449	£1,521	£1,567	£1,645
Council tax revenue per dwelling	£894.64	£941.13	£995.43	£1,056.27	£1,118.79	£1,174.03	£1,215.60	£1,278.40	£1,356.74

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

OFLOG PUBLISHED DATA 2021-22										
Indicator (click for source data)	Leeds	Birmingham	Bristol	Liverpool	Manchester	Newcastle upon Tyne	Nottingham	Sheffield	Median of Leeds's CIPFA Nearest Neighbours	England median (Unitary, Metropolitan and London Boroughs)
<u>Non-ringfenced reserves as percentage of net revenue expenditure</u>	27.8%	100.6%	38.6%	31.9%	74.7%	75.8%	67.7%	68.1%	47.8%	54.9%
<u>Non-ringfenced reserves as percentage of service spend</u>	21.1%	78.1%	30.9%	27.6%	71.1%	57.3%	38.4%	48.2%	39.2%	44.6%
<u>Social care spend as percentage of core spending power</u>	70.2%	58.7%	68.4%	67.2%	64.8%	60.3%	70.6%	72.4%	67.6%	66.4%
<u>Debt servicing as percentage of core spending power</u>	12.9%	18.9%	6.4%	16.6%	12.5%	17.8%	31.3%	8.5%	8.1%	9.0%

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

Total debt as percentage of core spending power	486.8%	435.8%	215.2%	194.8%	324.1%	368.7%	441.3%	297.7%	210.2%	226.8%
Total core spending power per dwelling	£1667.58	£2200.49	£1922.39	£2133.04	£2030.34	£2013.97	£2013.00	£1884.30	£1833.50	£1885.14
Level of Band D council tax rates	£1521.29	£1507.60	£1846.02	£1801.52	£1496.59	£1792.81	£1898.55	£1702.31	£1636.88	£1554.02
Council tax revenue per dwelling	£1215.60	£1031.63	£1416.48	£1051.20	£957.86	£1096.58	£1179.73	£1157.73	£1193.91	£1293.42

The below commentary relates to 2021-22 figures with additional contextual information provided on reserves, Core Spending Power and debt.

1.1 Non-ringfenced reserves as percentage of net revenue expenditure

- Leeds has the twelfth lowest percentage (27.8%) of the local authorities. This therefore puts Leeds in a high-risk position.
- Leeds has the worst figure out of the Core Cities and West Yorkshire councils.
- Grant Thornton’s Annual Audit Report for the year ended 31st March 2021 recommended that “the Council should consider the adequacy of its current level of General Fund Reserves and Balances to ensure these remain adequate for its needs and potential unforeseen events.”
- Whilst the council maintains a robust approach towards its management of risk, and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size. Consequently, the Medium Term Financial Strategy provides to improve this position with a £3m annual contribution to the General Reserve from 2024/25 onwards. As a result, the balance on the General Reserve is projected to be £45.2m by 2026/27 and £48.2m by 31st March 2028.

Additional context: Reserves exist because councils are responsible for setting and managing their own budgets and for forward planning, which means they have to prepare for future eventualities. The ability to hold reserves means councils are not under pressure to spend money during a single financial year in order to get it used up – it can be carried forward into the following year. The reserves represent amounts carried forward from one year to the next.

Councils hold reserves for three main purposes:

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

- To provide for financial risks, so that any unbudgeted future events can be funded without the need for immediate cuts in services. This is the equivalent of household savings set aside ‘for a rainy day’
- To set aside funding for future projects. Not everything the council wants or needs to do can start immediately and some programmes take more than one year. Reserves enable councils to set money aside to ensure these priorities can be funded.
- Because funding has been provided for specific purposes - often by central government. This can be called ‘ringfencing’. The money can only be used for that purpose and, unless it can be spent immediately, it needs to be set aside for later.

Councils often ‘ earmark’ reserves for specific purposes, or have those purposes decided for them (in the case of ringfenced money). They also leave a proportion of reserves ‘unallocated’ or ‘non-ringfenced’ because some financial risks cannot be foreseen and money needs to be kept aside for these eventualities.

It is largely up to councils how much they keep in reserves and how much they earmark. Councils may therefore have different approaches to how they distinguish between ‘ earmarked’ and ‘unallocated’ reserves. The level of a council’s reserves will also depend upon its needs, the risks it faces and what it wants to do. For example, a council with ambitious plans may have higher risk, and so keep a higher level of reserves; while one with policies that largely avoid risk may have lower levels. It can also depend upon the decisions the council has made in the past. The level of reserves that need to be held is therefore largely a matter of judgement.

Councils need to keep a prudent level of reserves to provide for risks, although it is difficult to judge this without knowing the future. A level that is ‘too high’ would lock away public money that could possibly be spent in other ways, but councils with ‘too low’ a level are taking a chance that nothing will happen which costs them the whole of their reserves.

One of the biggest financial risks facing councils is that government funding is only announced one year at a time. Councils could keep lower levels of reserves if they were given certainty of funding for a period into the future.

1.2 Non-ringfenced reserves as percentage of service spend

- Leeds has the seventh lowest percentage (21.1%) of the Local Authorities; again, this puts the Authority in a high-risk position.
- Leeds City Council has the worst figure out of the Core Cities and West Yorkshire councils.

1.3 Social care spend as percentage of core spending power

- Leeds has the 56th highest percentage (70.2%) of the Local Authorities.
- Leeds has the second highest position out of the Core Cities (Nottingham – 55th) and West Yorkshire councils (Bradford – 42nd).
- The proportion of Core Spending Power allocated to social care spending is a measure of how much a council has allocated to these services but also an indication of how much funding it has available for other services.

Additional context: Core Spending Power (CSP) is a government measure of the resources available to local authorities to fund service delivery. CSP includes: Settlement Funding Assessment which is made up of Baseline Funding from Business Rates and Revenue Support Grant (RSG); government assumptions about the council tax growth in Leeds and increases in core council tax and the adult social care precept; and some other grants. However, it excludes several important elements that may be contributing to the funding of an authority, including schools’ grants, investment income, service income and housing rents. It therefore does not include all funding

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

streams for local government and, over time, existing grants have been rolled into the total making it a difficult comparative measure to use over a number of years.

The largest single element in CSP is the Council Tax requirement estimated by government at the time of the preceding Settlement. Since the Referendum Limits on council tax were introduced in 2012/13, this element has largely been determined by the government's ability to only allow council tax to be increased by a certain amount. As such, those councils that have had historically relatively low levels of council tax have not been able to correct any imbalance by taking action but are 'locked into' relatively low levels of council tax. This includes Leeds.

The second largest element of the CSP measure is Settlement Funding Assessment. This is fundamentally a measure of relative resources and needs and that exercise was last carried out in 2013/14. Leeds (and indeed the rest of West Yorkshire, excluding Bradford) has historically done very badly from the formula used in that assessment but because it has not been updated since, Leeds again finds itself 'locked into' a very low starting point.

1.4 Debt servicing as percentage of core spending power

- Leeds has the 34th highest percentage (12.9%) of the Local Authorities.
- Leeds has the third lowest position within the Core Cities and the second highest position out of the West Yorkshire councils (Bradford – 33rd).
- Where a council finances capital spending by borrowing or credit, it will incur costs on its budget over the period of the loan or credit arrangement. These figures demonstrate how much the council is paying in relation to servicing its debt compared with its Core Spending Power, recognising the fact that current residents are getting the benefit of investments in assets made several years ago.

1.5 Total debt as percentage of core spending power

- Leeds has the 6th highest percentage (486.8%) of the Local Authorities and this puts the Authority in a high-risk position.
- Leeds has the highest position out of the Core Cities and West Yorkshire councils.
- This is a measure of capital indebtedness that the council has built up over many years of capital financing decisions.

Additional context: The Council recognises the importance of investing in the assets and infrastructure of Leeds and has therefore prioritised an amount of revenue budget for this purpose. The Council will take advantage of opportunities as they arise to convert its short-term borrowing position to the longer term mitigating the risk to interest rate increases for the Council over the longer term.

Looking forward, the Medium-Term Financial Strategy places constraints on the level of debt that the council can afford. As such only those capital schemes supported by a robust business case and that meet the Council's priorities will progress. However, the strategy allows for an additional increase in debt where the additional debt cost is met from schemes that generate greater savings, avoid revenue costs, or provide income streams. We will continue to explore and take advantage of investment opportunities as they arise, these will also be subject to robust business case review in line with financial and governance procedure rules. All decisions that require borrowing are taken within the context of the capital and investment strategy which provides the framework for how capital expenditure, capital

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

financing and treasury management activity contribute to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability.

New schemes proposed for addition to the council's capital programme are evaluated and prioritised against the authority's strategic priorities and with regard to the impact of borrowing on the council's revenue budget position.

1.6 Total core spending power per dwelling

- Leeds has the 121st highest figure (£1667.58) of the 149 Local Authorities.
- This gives Leeds City Council the lowest position out of the Core Cities and West Yorkshire councils. The council's position is significantly lower than the other Core Cities with the next Core City being Sheffield with rank 65. The West Yorkshire councils are more comparable with the exception of Bradford with rank 38.

1.7 Level of Band D council tax rates

- Leeds has the 80th highest figure (£1521.29) of the 152 Local Authorities.
- This gives Leeds City Council the third lowest position out of the Core Cities and West Yorkshire councils. The council's position is significantly lower than a number of the other Core Cities with Bristol, Liverpool and Newcastle having the rankings 4,7 and 8 respectively.
- Ensuring affordability of council tax is a strategy the council has pursued, however the referendum limit which caps council tax increases has contributed to this position. The indicator demonstrates the council's ability to generate resources from council tax, and also emphasises that the authority is reliant on short-term funding such as grants. This is a national issue: for example, much of the funding available for Social Care has been provided on an annual specific grant basis, sometimes without any certainty for future years.

1.8 Council tax revenue per dwelling

- Leeds has the 81st highest figure (£1215.60) of the 128 Local Authorities for the eighth indicator for 2021/22.
- Leeds has the second highest position out of the Core Cities and third highest position of the West Yorkshire councils.
- The city has a relatively high proportion of dwellings in lower bands for council tax when compared to the national profile which explains its relatively low position nationally. The higher the proportion of dwellings in lower bands the lower the revenue per dwelling. However, when compared to authorities in the Core Cities, Leeds and Bristol stand out as having a relatively higher taxbase than the rest and therefore tends to raise more council tax per dwelling than these comparators.
- This relatively strong taxbase when compared to the Core Cities has a secondary impact in that Leeds is assessed as having relatively high resources within the formula that determines Settlement Funding Assessment and has done so since 2013/14. Therefore, when compared with the Core Cities, Leeds City Council receives comparatively less Settlement Funding Assessment to support the Council Tax Revenue raised in the city.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

Conclusion: The OFLOG indicators are a benchmarking tool, similar to the CIPFA Resilience Index indicators and other benchmarking indicators that Finance already update and monitor as a Council. As such, the outcome of the OFLOG exercise has not provided new information, merely highlighting existing available intelligence. It should be noted that factors like the characteristics of residents and areas can also have a large influence on a council's activity and performance.

Leeds City Council maintain a robust approach towards its management of risk, and especially in the determination of the level of reserves that it maintains, it is recognised that our reserves are lower than those of other local authorities of a similar size. Within Leeds we have a large asset base, which requires investment to maintain, but should not be to the detriment of service provision. As such, the financial strategy places constraints on the level of debt that the council can afford. In addition, the strategy allows for financial sustainability measures outside of the use of reserves. These measures all support the future sustainability of the council but are not directly measurable through the OFLOG indicator matrix.

2. ADULT SOCIAL CARE INDICATORS

The seven adult social measures included in the OFLOG local authority indicator set are established national indicators. Published guidance is available online as are comprehensive indicator results and analysis, including underlying data trends and benchmarking. This can be accessed through such as the NHS Digital Adult Social Care Data Hub and through LGInform.

While these are national measures with a prescribed methodology the following should be noted when considering performance and when making comparisons with other authorities:

- National data collection is developing, this includes a shift towards more person level data being submitted by local authorities and less indicator-based returns.
- Three provisional measures are available for 2022/23, national publication of these and two others will happen in the autumn. The two indicators based on the carers survey are available every two years.
- Four indicators are based on surveys, these are nationally prescribed paper surveys administered locally. Cohorts and response rates may vary across authorities and influence results.
- Two survey measures, on quality of life are compiled nationally based on combining multiple survey question responses that have been submitted by local authorities.

National measures including staff turnover and adjusted quality of life require significant national manipulation of the underpinning data in their production. This is intended to enhance comparability through adjusting and standardising the source data, which may involve combining multiple data sources.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

HISTORICAL LEEDS DATA								
Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23 (provisional)
Requests resulting in a service	1358.4	1343.6	1479.2	1580.5	1972.1	1610.9	1735.4	1657.1
Workforce turnover rate							30.4	
People in adult social care quality of life		0.4	0.4	0.4	0.4		0.4	
Carers of people in adult social care quality of life		7.4		7.5			7.4	
Short term service provision	69.8%	54.9%	59.5%	60.6%	65.7%	71.9%	71.4%	70.6%
People who use services who found it easy to find information	77.6%	75.7%	74.1%	69.8%	71.5%		57.8%	71.8%
Carers who found it easy to find information about services		64.5%		65.4%			57.1%	

OFLOG PUBLISHED DATA 2021-22											
Indicator (click for source data)	Value Range	Leeds	Birmingham	Bristol	Liverpool	Manchester	Newcastle upon Tyne	Nottingham	Sheffield	Median of Leeds's CIPFA Nearest Neighbours	England median
Requests resulting in a service		1735 per 100,000 population	1328 per 100,000 population	1245 per 100,000 population	1960 per 100,000 population	4437 per 100,000 population	2713 per 100,000 population	1934 per 100,000 population	2092 per 100,000 population	2026 per 100,000 population	1709 per
Workforce turnover rate		30.4%	33.5%	33.7%	21.4%	25.0%	26.3%	22.9%	32.8%	28.3%	28.7%
People in adult social care quality of life	-0.8 to 1.0	0.406	0.402	0.394	0.4	0.365	0.401	0.392	0.324	0.407	0.409

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

Carers of people in adult social care quality of life	0 to 12	7.4	6.7	7.2	6.5	6.9	7	6.9	7.3	7.3	7.2
Short term service provision		71.4%	41.4%	61.3%	69.7%	37.5%	80.1%	50.7%	48.1%	72.7%	76.3%
People who use services who found it easy to find information		57.8%	55.8%	62.1%	68.5%	59.4%	64.1%	67.0%	60.1%	64.5%	65.3%
Carers who found it easy to find information about services		57.1%	48.5%	61.8%	50.0%	46.0%	48.6%	53.1%	53.3%	57.9%	57.3%

2.1 The proportion of requests for support to the LA which result in a service

This measure includes a broad range of services from long term care in nursing and residential through to short term care such as reablement and the provision of equipment. Caution is advised on the consistency of services included and data availability between authorities. This includes where some needs may be being met through community/third sector provision, including council funded/supported provision. Leeds rate of requests resulting in a service was the 5th lowest rate of 16 CIPFA comparators and the third lowest among core cities.

2.2 Staff turnover in the workforce

(The proportion of directly employed staff in the formal care workforce leaving their role in the past 12 months)
 The 2021/22 rate was 30.4%, equating to approximately 5,500 leavers with the majority of leavers being people involved in direct care 4,500 . This is a broad Skills for Care overview of the care workforce across public, private and third sectors and across provision and service type. Multiple data sources are used. While the Leeds rate is slightly above CIPFA and national medians of 28.3% and 28.7% it can be viewed as largely consistent, and reflective of the recruitment and retention challenges facing the sector. For 21/22 Leeds staff turnover was the 8th highest out of 16 CIPFA comparators.

2.3 Adjusted social care-client quality of life

This indicator is based on the annual personal social services adult social care survey, collating questions relevant to quality of life and weighting for the level of personal needs of the people who responded to the survey. Leeds results are consistent with comparator averages. 2022/23 results will be published in October.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

2.4 Quality of life of carers

This indicator is based on the personal social services adult carers survey; this survey happens every 2 years and there was no survey in 2022/23. Relevant questions are collated to produce the quality-of-life measure. Government statisticians note that the indicator does not, at present, identify the specific contribution of councils' adult social care services towards quality-of-life outcomes for carers. 2021/22 results placed Leeds 3rd highest of 16 CIPFA comparators for carers quality of life.

2.5 Outcome of short-term services

This indicator considers a specific reablement cohort of people who received short-term services, people who previously were not receiving services and where no further request was made for ongoing support. The indicator is influenced by the volumes and make up of those being put forward for reablement services. 2022/23 provisional results are stable within a percentage point of the 2021/22 result. For 2021/22 Leeds ranked 9th of 16 CIPFA comparators, confirmed national results will be available in the autumn.

2.6 Proportion of people who use services who find it easy to find information

The 2021/22 survey saw a national decline in the proportion of people who find easy to find information about services, potentially due to Covid related disruption. The impact in Leeds was greater than regional and national with proportion of service users who find it easy to find information in 2021/22 declining to 58%. Provisional 2022/23 survey results show a return to pre-Covid levels with 72% of service users finding it easy to find information. Access to information for both existing and potential service users is a key priority with clear signposting and access to advice and support.

2.7 Proportion of carers who find it easy to find information

The 2021/22 national survey saw a national decline in the proportion of carers who find easy to find information about services, potentially due to Covid related disruption. The impact in Leeds was similar to regional and national with the proportion of service users who find it easy to find information in 2021/22 declining from 65% to 57%. Leeds ranked 9th of 16 CIPFA comparators. Access to information for both existing and potential carers is a key priority with clear signposting to advice and support.

3. ADULT SKILLS INDICATORS

The indicators below shows data about the skills, qualification and training of residents for mayoral combined authorities only.

Councils know how vital it is for residents to have the skills to get on in life and in the workplace. They have a direct role to ensure there are a sufficient number of post-16 places, help 16- and 17-year-olds that have left learning to reintegrate into education, employment or training, and provide adult and community education.

But this is not the full picture. Across any one council area, many other organisations provide skills and training from schools, further education colleges, universities, adult education centres, independent training providers and national agencies, each of whom are in most cases funded by national government. Knowing what is on offer and how to access it can be confusing, so councils are keen to coordinate provision.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

While they have no formal coordination role, councils can use their convening power, local leadership, knowledge and governance mechanisms (e.g. employment and skills boards) to encourage collaboration between organisations. Devolved areas like mayoral combined authorities and the Greater London Authority have devolved functions over the adult education budget (AEB) and join up provision through systems leadership across their area. Many councils and devolved areas also have discretionary or devolved employment and skills services to help connect provision.

Because of this complicated picture, it is often not appropriate to conclude the performance of a council simply based on a comparison of its data with others of the same type, as it is important to understand the wider range of organisations delivering skills, the characteristics of the area and its population as well.

HISTORICAL WEST YORKSHIRE DATA								
Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
19+ further education and skills achievements per 100,000 population			5148	4864	4031	3533	3572	
19+ further education and skills achievements per 100,000 population (excluding apprenticeships)			4463	4469	3701	3144	3222	
Adults with a Level 3 or above qualification	50.5%	50.0%	51.4%	52.0%	52.0%	57.8%	57.9%	

OFLOG PUBLISHED DATA 2021-22			
Mayoral combined authority name	<u>19+ further education and skills achievements per 100,000 population, 2021-22</u>	<u>19+ further education and skills achievements per 100,000 population (excluding apprenticeships), 2021-22</u>	<u>Adults with a Level 3 or above qualification, 2021</u>
Cambridgeshire and Peterborough	2,204	1,919	64.0%
Greater London Authority	3,831	3,626	71.4%
Greater Manchester	3,485	3,144	57.9%
Liverpool City Region	4,355	4,002	58.8%

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

North East	4,574	4,196	50.3%
North of Tyne	3,435	3,097	59.8%
South Yorkshire	2,966	2,658	56.8%
Tees Valley	5,635	5,248	55.5%
West Midlands	3,977	3,669	54.9%
West Yorkshire	3,572	3,222	57.9%
West of England	2,145	1,844	70.2%

4. WASTE INDICATORS

The indicators in this section relate to the generation of household waste and the rates of recycling.

The factors that affect the amount of waste and recycling rates are complex. Performance can be influenced by council decisions, for example, whether they choose to collect food waste, collect all types of plastic, collect general waste on a weekly or fortnightly basis and invest in waste prevention. However, differences between councils may not simply be due to performance, but also to circumstances outside authorities' control. For example, research has shown the following:

- waste infrastructure, such as size of bin, amount of internal or external storage a resident has to keep waste, type of bin and method of collection are also important
- number of different types of materials collected, and proximity to recycling centres affect recycling levels
- housing type has a big impact on recycling rates, with flats and high-density housing often having lower rates; and houses producing more garden waste.

And socio-economic factors include:

- level of occupancy of households
- levels of education or income
- how normalised the behaviour is across the community
- levels of satisfaction derived from recycling
- concern for the public good.

As a result, it is often not appropriate to conclude the performance of a council simply based on a comparison of its data with others of the same type; it is also important to understand the characteristics of the area and its population as well.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

HISTORICAL LEEDS DATA							
Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Household waste recycling rate	38.4%	37.9%	38.4%	38.7%	38.2%	35.1%	36.0%
Residual household waste (kg per household)	553.8	561.2	554.5	515.2	527.6	566.3	559.2
Recycling contamination rate	7.1%	6.5%	7.7%	6.6%	7.2%	7.5%	7.7%

OFLOG PUBLISHED DATA 2021-22										
Indicator (click for source data)	Leeds	Birmingham	Bristol	Liverpool	Manchester	Newcastle upon Tyne	Nottingham	Sheffield	Median of Leeds's CIPFA Nearest Neighbours	England median
Household waste recycling rate	36.0%	22.8%	45.6%	22.9%	39.7%	36.7%	25.3%	32.1%	38.9%	41.9%
Residual household waste (kg per household)	559.2	685	440.3	635.6	425.6	515.7	615.7	515	537.1	502.4
Recycling contamination rate	7.7%	8.5%	0.0%	17.8%	5.9%	6.9%	16.0%	0.7%	6.5%	5.6%

DEFRA sub contract Jacobs to collate the waste/recycling data and discussions with Jacobs suggest many councils do not record or report the same data and so the figures provided cannot be directly compared with any accuracy. This particularly relates to the contamination figures. Jacobs intend to discuss this with DEFRA if they are intending to use this as an indicator.

4.1 Household waste recycling rate

Some clarity is needed from DEFRA on this metric which may also impact the contamination metric (metric 3 below). The uncertainty arises from a need to confirm whether we are measuring what has been “**collected** for recycling” or what has been “**sent** for recycling”.

APPENDIX 1 – OFLOG INDICATORS WITH HISTORICAL AND PUBLISHED DATA

This metric is defined as waste that has been “**sent** for recycling” which is the same definition as the NI192 indicator; and on reviewing the data collected for core cities, this does indeed appear to all be NI192 recycling data from Waste Data Flow. (The 36% reported for Leeds reflects what has been **sent** for recycling; if it were what has been **collected**, the figure would be approximately 39.1%.)

However, the NI192 metric excludes contamination; the contamination is included in what has been **collected** for recycling.

Metric 3 is defined as “an estimated proportion that is rejected of the total amount of household waste **sent** for recycling”; but this does not match the use of the NI192 **sent** for recycling figures in metric 1 as these already exclude contamination. So the resultant figures for metric 3 would all be zero on this basis.

This suggests OFLOG assume that metric 1 includes the contamination (so it should actually be what has been “**collected** for recycling”) and then metric 3 would need the description changed to contamination in what has been “**collected** for recycling”.

Or alternatively, they do mean NI192 data should be used for metric 1 (so the existing definition is correct) but they need to make clear that metric 3 cannot be contamination from what has been **sent** for recycling (as it already excludes it), so must be contamination from what has been **collected** for recycling.

4.2 Residual household waste (kg per household)

4.3 Recycling contamination rate

(Please note the points made in paragraph 4.1 regarding the clarity needed around definitions of these metrics. This metric is currently defined as “an estimated proportion that is rejected of the total amount of household waste **sent** for recycling”.)

The contamination figure is misleading without further context. As well as some differences between councils in what they include in their reported figures, this figure includes all recycling waste streams. In addition to the percentage of materials that typically collect in a green bin (or equivalent) which are taken for sorting then recycling, it also includes food, glass and garden too. This means there will be certain differences between core cities. For example, the overall Leeds contamination is probably a lot lower than Liverpool because we presumably collect much more garden waste than they do and there is typically very little contamination recorded in garden waste. The extraordinarily low contamination figures for Bristol and Sheffield may be accounted for because of both these factors. Contamination could be masked by:

- The amount of glass, food and / or garden waste collected; or
- The way materials are collected – If these are already separated by the householder it means they send it direct for recycling rather than sorting and so the contamination is not recorded.

For those authorities with higher contamination, the opposite must be happening. They probably don’t have extensive garden collections, or collect food and glass to help dilute the figures.

Work Programme

Date: 18 September 2023

Report of: Head of Democratic Services

Report to: Scrutiny Board (Strategy & Resources)

Will the decision be open for call in? Yes No

Does the report contain confidential or exempt information? Yes No

Brief summary

The report sets out the draft 2023/24 work programme for the Scrutiny Board (Strategy & Resources) and reflecting initial views from Board members at the June and July Board meetings.

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

The Scrutiny Board Procedure Rules also state that, where appropriate, all terms of reference for work undertaken by Scrutiny Boards will include 'to review how and to what effect consideration has been given to the impact of a service or policy on all equality areas, as set out in the Council's Equality and Diversity Scheme.'

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

Recommendations

- a) Members are requested to consider and discuss the Scrutiny Board's work programme for the 2023/24 municipal year.
- b) Nominees have been requested for a Cross Scrutiny Working Group on the forthcoming Community Committee Review, therefore members are requested to consider providing two nominees from this Board to feature in the working group (more detail at paragraph 7).

What is this report about?

- 1 A draft work programme for the Strategy & Resources Scrutiny Board is presented at Appendix 1 for consideration and discussion. Reflected in the programme are known items of scrutiny activity, including performance and budget monitoring and identified Budget and Policy Framework items.
- 2 The latest Executive Board minutes from the meeting held on 26 July 2023 are also provided at Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and consider any matter where specific scrutiny activity may also be warranted.
- 3 Under the Sources of Work agenda item considered at the 19 June meeting of the Board initial views on work programming were put forward by Board Members, Executive Board Members and comments were also heard from senior officers. In addition, discussion at the July meeting under this item are also reflected in Appendix 1.
- 4 Board members may also note some slight adjustments to the timing of agenda items. The October meeting will now consider separate reports on Financial Health monitoring and the Medium-Term Financial Strategy (MTFS), as opposed to one item covering both. It is hoped this will enable enhanced consideration of the financial challenge faced by the Council both in year (through Financial Health monitoring) and in the future (through the MTFS).
- 5 There have been other minor changes with the LGA Corporate Peer Challenge item now potentially featuring in December due to timing issues with the planned October item and similar changes to the Contact Centre item and Procurement which move to December and January respectively. The latter is to be considered by Corporate Governance and Audit Committee in November.
- 6 Earlier meetings of the Board in this municipal year have discussed the possibility of an EDI Working Group for Board members. Discussion is ongoing on this and how it might link into the existing training programme being delivered to all members on EDI.
- 7 In June 2023, the Executive Board agreed to undertake a full review of community committees and an important element of that is engagement with all 99 elected members through a range of committees and consultation events. One part of that consultation process is the establishment of a cross scrutiny Member Working Group, chaired by the Executive Member for Communities, which is intended to support and guide the review process. It is proposed that the Member Working Group is made up of two representatives from each of the five Scrutiny Boards. Therefore, as noted in the recommendations to this report the Board is asked to consider two nominees for this working group.

What impact will this proposal have?

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

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

Health and Wellbeing

Inclusive Growth

Zero Carbon

- 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, early dialogue with relevant Directors, senior officers 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.

Appendices

- Appendix 1: Draft work programme 2023/24
- Appendix 2: Minutes of the Executive Board meeting on 26 July 2023.

Background papers

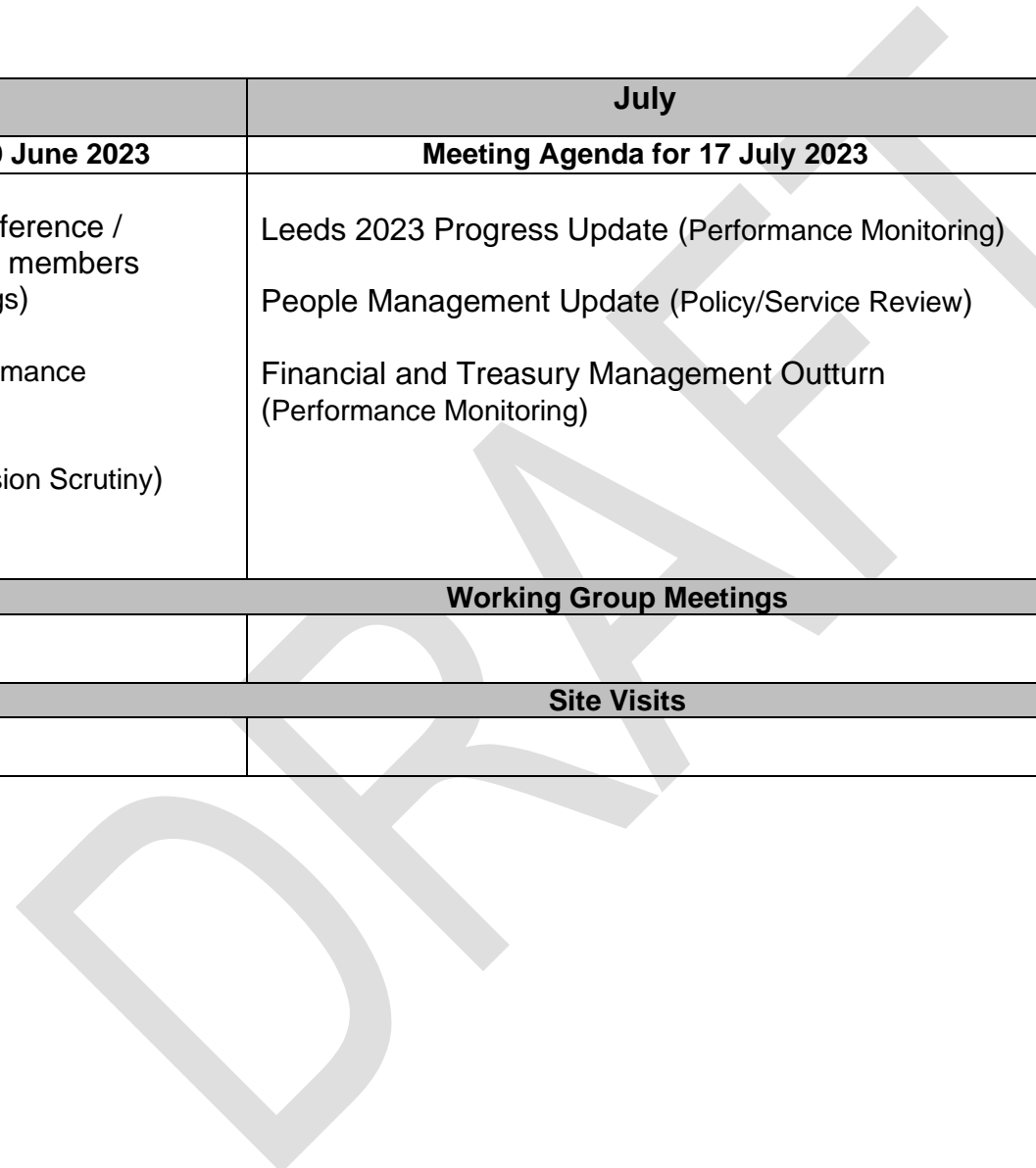
- None

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

June	July	August
Meeting Agenda for 19 June 2023	Meeting Agenda for 17 July 2023	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference / Sources of Work / Co-opted members reports (Development Briefings) Performance Update (Performance Monitoring) Organisation Plan (Pre-decision Scrutiny)	Leeds 2023 Progress Update (Performance Monitoring) People Management Update (Policy/Service Review) Financial and Treasury Management Outturn (Performance Monitoring)	
Working Group Meetings		
Site Visits		





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

September	October	November
Meeting Agenda for 18 September 2023	Meeting Agenda for 16 October 2023	No meeting
Electoral Services Update – 2023 Election Review/Postal Voter Validation (Performance Monitoring) Staff Survey Analysis (Performance Monitoring) Office for Local Government (OFLOG) (Pre-decision Scrutiny)	Medium Term Financial Strategy (Performance Monitoring) Financial Health Monitoring (Performance Monitoring) Best City Ambition (Pre-decision Scrutiny)	
Working Group Meetings		
	<i>EDI S&R Board Training Session - TBC</i>	
Site Visits		
	<i>Contact Centre Site Visit - TBC</i>	



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

December	January	February
Meeting Agenda 11 December 2023	Meeting Agenda for 15 January 2024	Meeting Agenda for 19 February 2024
Equality, Diversity and Inclusion – Progress Update and Corporate Approach (Policy/Service Review) Staff Networks – Feedback Item (Policy/Service Review) Annual Corporate Risk Management Report (Performance Monitoring) Customer Contact – Performance Update (Performance Monitoring)	Performance Report (Policy/Service Review / Performance Monitoring) Financial Health Monitoring (Performance Monitoring) 2023/24 Initial Budget Proposals (Pre-decision Scrutiny) ICO Audit (Performance Monitoring) Procurement and Commissioning Update (Performance Monitoring)	Leeds 2023 Evaluation and Legacy (Performance Monitoring) Digital Strategy Update – Impact on Leeds Residents (Performance Monitoring) DIS Helpdesk Update (Performance Monitoring) LCC Approach to AI (Pre-decision Scrutiny)
Working Group Meetings		
Budget Working Group – date to be confirmed		
Site Visits		



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

March	April	Notes
Meeting Agenda for 25 March 2024	No Scrutiny Board meeting scheduled.	Items to be scheduled
LCC Apprenticeships Update (Policy/Service Review)		
Working Group Meetings		
Site Visits		

EXECUTIVE BOARD

WEDNESDAY, 26TH JULY, 2023

PRESENT: Councillor J Lewis in the Chair

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

- 17 Exempt Information - Possible Exclusion of the Press and Public**
There was no information contained within the agenda which was designated as being exempt from publication.
- 18 Late Items**
There were no late items of business submitted to the Board for consideration.
- 19 Declaration of Interests**
There were no interests declared at the meeting.
- 20 Minutes**
RESOLVED – That the minutes of the previous meeting held on 21st June 2023 be approved as a correct record, subject to a matter of accuracy raised by Cllr Lamb, which was noted and with an undertaking being provided that this would be followed up. Specifically, the matter of accuracy related to a bullet point within Minute No. 6 (Leeds Safeguarding Children Partnership Annual Report 2021/23) regarding the role of the Independent Scrutineer: *'clarification was provided that the intention was for the partnership to continue to have an 'independent scrutineer' in place which would follow on from the role of the Independent Chair of the LSCP, with it being noted that the recruitment process for the new 'scrutineer' was underway'*.

Referencing resolution (c) of Minute No. 8, 21 June 2023 (Report to Consider a Council Resolution agreed at a Meeting of Full Council on 22 March 2023) which states *'That it be noted and endorsed that the Council is committed to continuing the current model of independent oversight, by having a role of Independent Scrutineer'*, Cllr Lamb highlighted that the decision of the Leeds Safeguarding Children Partnership (LSCP) Executive had been brought to his attention that moving forward the Independent Scrutineer would no longer chair the LSCP and the Review Advisory Group. Cllr Lamb raised a number of concerns. In doing so he highlighted that he deemed this to be a significant change to the model, a downgrading of that role, with a number of implications arising. He also noted that he had not been kept informed. Further to this, Cllr Lamb sought and received legal advice in relation to the matters discussed.

In response to the points raised, the Board discussed whether or not this signified a change to the current model of independent oversight when considering the role of the Independent Scrutineer, whether or not it could be argued that it marked a downgrading of that role and received further information regarding the process by which the current position had been reached. As part of that discussion, assurances were provided to the concerns raised, with the Director of Children and Families emphasising that this did not signify a change to the model. The Executive Member for Children Social Care and Health Partnerships provided assurance to the Board that this did not signify a downgrading of the role.

Separately, responding to an enquiry regarding Elected Member representation on related Outside Bodies, the Board received an update on such matters, with it being noted that the Executive Member (Children Social Care and Health Partnerships) continued to sit upon the Leeds Children and Young People's Partnership.

Also in response to an enquiry, clarification was provided regarding the involvement of the Executive Member (Children Social Care and Health Partnerships) on the recruitment panel for the Independent Scrutineer, with it being noted that the Executive Member had been invited to be involved in that process by the Leeds Safeguarding Children Partnership Executive, in her capacity as the Council's relevant Executive Member.

Following the consideration of the issues raised, it was undertaken that the matter would be discussed further outside of the Board.

ADULT SOCIAL CARE, PUBLIC HEALTH AND ACTIVE LIFESTYLES

21 In Our Shoes: Director of Public Health Annual Report 2022

The Director of Public Health submitted her Annual Report for 2022 entitled, "*In Our Shoes*", which fulfilled the requirement of the Director to publish a report annually describing the health of the population in Leeds and which makes recommendations regarding the improvement of health in the city. It was noted that this report focussed upon the current state of children and young people's health in Leeds, exploring the impact of the COVID-19 pandemic on their lives, and which spanned the period from when the first COVID-19 cases were identified to the ongoing impact upon children's health that continues to be experienced and responded to.

In presenting the report, the Executive Member highlighted that this was the Director's first publication of an annual report following the pandemic, and that the report had been recognised nationally as an example of best practice by the Association of Directors of Public Health.

Members welcomed the report and particularly highlighted the focus to directly involve children, young people and their families, with a suggestion that the approach to involve young people in similar publications continued moving forward.

In considering the report, the Board received further detail on the general trends regarding the health of young people across Leeds, with the crucial work which continued in this area by the Council and its partners being highlighted.

In conclusion, the Director was thanked for the submission of the report, with thanks also being extended to the Council and its range of partners for the services that continued to be provided in this area throughout the pandemic to the present day.

RESOLVED –

- (a) That the contents of the Director of Public Health's Annual Report for 2022, entitled, '*In Our Shoes*', as appended to the submitted report, be noted;
- (b) That the recommendations of the Director's Annual Report, as set out below, be supported:-
 - (1) All partners in Leeds to ensure the voices of children and young people are central to all work planned, taking into account the Child Friendly Leeds twelve wishes.
 - (2) Leeds City Council and partners to work to ensure children are kept safe with a focus on:
 - Prevention of harm;
 - Parenting support;
 - Early help;
 - Reducing domestic violence.
 - (3) Leeds City Council, the Leeds Office of the West Yorkshire NHS Integrated Care Board, and partners to continue to prioritise work to improve and protect children's mental health. This will be delivered through the:
 - Leeds Children and Young People's Plan;
 - Prevention workstream of the Future in Mind strategy.
 - (4) Leeds City Council to build on the success of existing support to parental mental health and wellbeing, with a focus on the development of family hubs.
 - (5) Leeds City Council to work with partners to continue to deliver a programme of work to protect and improve children's physical health. This will focus on:
 - Implementing the recommendations from the play sufficiency research;
 - Increasing physical activity opportunities;
 - Increasing access to healthy food;
 - Implementing the child healthy weight plan.

- (6) Leeds City Council to ensure that children are central to the delivery of work to become a Marmot city, with a focus on:
 - Improving housing;
 - Planning;
 - Mitigating the impacts of poverty;
 - Children getting a fair start in life;
 - Ensuring the Thriving Strategy is implemented.

- (7) The Best Start partnership to aim for all children in Leeds to receive the best start in life, with a focus on children from more deprived backgrounds. This includes redressing the gap in speech language and communication development.

- (8) Leeds City Council to maintain work underway to ensure equitable catch up in terms of educational attainment. This will be achieved through delivering the five main priorities of the 3As Plan:
 - Reading;
 - Attendance;
 - Special Educational Needs;
 - Wellbeing;
 - Transition.

- (9) The Leeds Office of the West Yorkshire NHS Integrated Care Board to ensure health care services are accessible to all children and young people. This will focus on:
 - Dental services;
 - Mental health services;
 - Speech, language and communication.

- (10) NHS England and The Leeds Health Protection Board to increase coverage rates of childhood immunisations.

22 Report on the Implementation of Changes to the Adult Social Care Charging Policy 2022-23

Further to Minute No. 67, 19 October 2022, the Director of Adults and Health submitted a report which provided a further update on the implementation of the changes to the Leeds City Council Charging Policy for non-residential Adult Social Care, as agreed by Executive Board on 15th December 2021 and which came into effect in April 2022.

In considering the report the Board received an overview of the key points arising from the changes to the charging policy.

Responding to an enquiry, the Board received further detail on the processes in place to monitor the impact of the changes made upon service users, with it being highlighted that there was no evidence to suggest that services were not being taken up as a result of this change, as both demand and take up continued to increase. It was also noted that there was an element of

discretion to the policy and that individual needs and financial circumstances would be taken into consideration, as appropriate.

Responding to a request, it was undertaken that a further update on whether there had been any impact on demand for services due to the changes in the policy would be submitted in 12 months' time for Board Members' consideration.

RESOLVED –

- (a) That the successful implementation of the changes to the Charging Policy, as approved by Executive Board on December 15th, 2021 and as outlined within the submitted report, be noted;
- (b) That the impacts upon affected service users, as detailed within the submitted report, be noted;
- (c) That it be noted that the revised expectation for potential income / savings achieved by both changes within a full year is £3,221,848;
- (d) That a further update on whether there has been any impact on demand for services due to the changes in the policy be submitted in 12 months' time for Board Members' consideration.

23 Fast Track Cities: A commitment to end all new cases of HIV by 2030

The Director of Public Health submitted a report outlining the progress being made in Leeds to end the HIV/AIDS epidemic, with the report specifically highlighting that Leeds has become a 'Fast-Track City' and as such has declared its commitment to ending the HIV/AIDS epidemic by 2030. The report set out the range of work being undertaken as part of the Fast-Track City initiative and related to this the Board's support was sought for a number of related actions to help progress this agenda.

In introducing the report, the Executive Member highlighted the key ambitions and priorities of the Fast-Track City initiative.

The Board welcomed the submitted report and recommendations within it.

RESOLVED –

- (a) That it be acknowledged that Leeds has become a 'Fast Track City' for HIV, Viral Hepatitis and Tuberculosis (TB);
- (b) That the development of the 'Leeds: Getting to Zero' Action Plan, be supported;
- (c) That a reduction in stigma and misinformation by the promotion of information, education, and opportunities for HIV, Hepatitis and TB testing within communities, be actively supported.

CHILDREN SOCIAL CARE AND HEALTH PARTNERSHIPS

24 The Leeds Health and Wellbeing Strategy Refresh - A Strategy to 2030

The Director of Adults and Health submitted a report presenting an overview of the work undertaken to develop a refreshed Leeds Health and Wellbeing Strategy – a strategy which looked to provide the framework for making Leeds the best city for health and wellbeing, and which would run up to 2030. Specifically, the report sought the Board’s endorsement of the refreshed Strategy, as detailed at Appendix 1.

By way of introduction to the report, the Executive Member highlighted how the report attempted to strike the correct balance between being aspirational whilst also reflecting the day-to-day reality which people faced. The significant consultation undertaken as part of the development of the refreshed strategy was highlighted. The Executive Member advised the Board that the refreshed strategy had been approved by the Leeds Health and Wellbeing Board on 20th July 2023 and was being submitted to Executive Board for subsequent endorsement.

Responding to enquiries, the Board received further information on the key outcomes from the previous Health and Wellbeing Strategy, and whilst a number of outcomes were referenced, the creation of the ‘Team Leeds’ approach was specifically identified.

Also, responding to a concern raised about the Board being asked to endorse the refreshed strategy without the associated performance metrics, Members received an update on the work which continued in this area and the approach being taken, with it being noted that the intention was to submit further information to the Board on this in October.

RESOLVED –

- (a) That the engagement and work which has been undertaken with partners as part of the development of the Health and Wellbeing Strategy refresh, as detailed within the submitted report, be noted;
- (b) That the Health and Wellbeing Strategy refresh, as attached at Appendix 1 to the submitted report, be endorsed;
- (c) That the next steps, as outlined within the submitted report regarding the finalisation and delivery of the Strategy, including developing a graphically designed version alongside an accessible version, be noted.

RESOURCES

25 Financial Reporting 2023/24 - Quarter 1

The Chief Officer Financial Services submitted a report presenting the Council’s projected 2023/24 financial position in respect of both the General Fund revenue budget and the Housing Revenue Account following the first quarter of the financial year. Also, the report set out the updated Capital

Programme for 2023-2028, as at Quarter 1 and which sought related approvals regarding injections into the Capital Programme.

The Executive Member highlighted the extremely challenging circumstances that continued to be faced and drew the Board's attention to the forecasted overspend of £28.5m on the Authority's General Fund as at Quarter 1 of the financial year. It was noted that whilst the Council would continue to take actions with the aim of achieving a balanced position by the end of the year, if this wasn't achieved then the use of the Council's reserves would be considered. The Executive Member also highlighted the currently projected position regarding the Capital Programme.

Members discussed the challenges that continued to be faced within the Children and Families directorate. Responding to a Member's comments, the Board received an update on the actions being taken to mitigate the pressures that continued to be felt in Children and Families. It was acknowledged that such pressures were being experienced across the sector, with increasing demand for services continuing to be a major contributor. Whilst action would continue to mitigate the pressures in Leeds, it was highlighted that continued representations to Government were needed.

Further to the actions being taken in Children and Families, it was acknowledged that a cross-directorate approach needed to continue, with it being noted that the intention was to submit further details on such matters to the Board in September and October.

Responding to an enquiry regarding the non-demand led costs in Children and Families, the Board received an update on the actions being taken to mitigate pressures in this area also.

In conclusion, the arrangements in place for the Board to regularly monitor the Council's financial position was highlighted alongside the established Scrutiny arrangements, with an offer to Cllr Lamb that further briefings can be provided to him outside of Board meetings, should this be required.

RESOLVED –

- (a) That with regard to Financial Health Monitoring 2023/24 – Quarter 1, as detailed at Appendix A to the submitted report:-
 - (i) That it be noted that at Quarter 1 the Authority's General Fund revenue budget is forecasting an overspend of £28.5m for 2023/24, which is comprised of directorate overspends of £27.4m and an overspend in Strategic of £1.1m;
 - (ii) 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, as agreed by Executive Board in 2019;

- (iii) That the Council's intention to continue the freeze on recruitment, agency and overtime spend and the freeze on non-essential spend, which were introduced in 2022/23, be noted;
 - (iv) That it be noted that known inflationary increases and known impacts of the rising cost of living, including the employer's 2023/24 NJC pay offer of £1,925 and the JNC pay offer of 3.5%, have been incorporated into the financial position, as detailed within the submitted report; with it being noted that these pressures will continue to be reviewed during the year and reported to future Executive Board meetings as more information becomes available. That it also be noted that proposals would need to be identified in order to absorb any additional pressures;
 - (v) That due to reducing energy prices it be noted that there may be a saving on energy budgets; and should this be the case, the Board's in principle approval be given to any underspend on energy being transferred to the Strategic Contingency Reserve.
- (b) That with regard to the Capital Programme 2023/24 to 2027/28 – Quarter 1, as detailed at Appendix B to the submitted report:-
- (i) That the following injections into the Capital Programme be approved, as detailed at Appendix B1(iii) to the submitted report:
 - £82,105.0k of HRA resources for the roll forward of the Housing Leeds Refurbishment Programme into 2027/28; and
 - £1,185.3k of HRA Resources for the Council House Growth Programme to replace funding utilised during 22/23 closure of accounts.
 - (ii) That the resolution as set out in (b)(i) above to inject funding of £83,290.3k will be implemented by the Chief Officer (Financial Services);
 - (iii) That the latest position on the General Fund and HRA Capital Programme as at Quarter 1 2023/24, as detailed within the submitted report, be noted.

COMMUNITIES

26 Cost of Living - Update Report

Further to Minute No. 130, 15 March 2023, the Director of Communities, Housing and Environment submitted a report which provided an updated position on the cost-of-living situation in Leeds, and which reflected upon national policy interventions and the actions being taken by the Council and partners in response to such matters.

The Executive Member introduced the report highlighting the key aspects within it, which included an update on increased demand being faced across relevant services. Thanks was extended to those officers and partner organisations involved in the provision of services in this area, with the

Executive Member undertaking to provide further updates to the Board as appropriate.

RESOLVED –

- (a) That the contents of the submitted report, be noted; and that the approach being adopted, as detailed within the submitted report, be endorsed;
- (b) That it be noted that the Director, Communities, Housing and Environment is responsible for overseeing and implementing any actions arising from the submitted report.

27 Equality, Diversity and Inclusion Annual Report 2022 - 2023

Further to Minute No. 115, 8 February 2023, the Director of Communities, Housing and Environment together with the Director of Strategy and Resources submitted a joint report introducing the Council's Equality, Diversity and Inclusion (EDI) Annual Report for 2022 – 2023. The report presented an update on the actions being taken and the progress being made in line with the Council's Equality Improvement Priorities (2021-2025), together with the progress being made in relation to the priorities within the Vision and Action Plan for EDI, as approved by Executive Board earlier in the year.

The Executive Member highlighted the key points arising from the annual report and noted a number of findings for Leeds from the EDI overview of the 2021 census. In conclusion, the Executive Member thanked the Equalities team, Equalities Hubs, Staff Networks and the Elected Member Equalities Champions for the work that they continued to undertake in this area.

Responding to an enquiry, the Board received further information and context on the establishment of the 'Freedom to Speak Up Guardian' role, which it was noted was an initiative that had been previously implemented in the NHS. Alongside this, greater detail was also provided on the range of initiatives in place that were being undertaken across the Council, such as the 'Be Your Best' initiative, with it being noted that a report on such matters was intended to be submitted to a future Executive Board meeting.

Members also received an update on the recent Council staff survey, with it being noted that the intention was for the outcomes to be submitted to Scrutiny in September and subsequently to Executive Board.

RESOLVED –

- (a) That the Equality, Diversity and Inclusion Annual Report 2022 – 2023, as presented at Appendix 1 to the submitted report, be approved;
- (b) That it be noted that the Director of Communities, Housing and Environment is responsible for the implementation of decisions made by Executive Board in respect of this report.

CLIMATE, ENERGY, ENVIRONMENT AND GREEN SPACE

28 District Heating Annual Report 2023

Further to Minute No. 85, 23 November 2022, the Director of Communities, Housing and Environment submitted a report presenting the Leeds PIPES District Heating annual report which provided a review of the network's performance over the past year and forecasted the anticipated performance in 2023/24. The report also recommended some related approvals from the Board which looked to support the continued expansion of the network and regarding the application process for accreditation from the Heat Trust with regard to the Trust's customer standard scheme.

In considering the report and responding to enquiries, the Board received further information on the current position regarding the capacity of the network and work being undertaken which looked to increase capacity. The Board also received assurance around the actions being taken to mitigate any potential risks associated with the expansion of the network. Finally, it was noted that the network was on track to come into surplus.

RESOLVED –

- (a) That the application to the Green Heat Network Fund for the next phase of extension for Leeds PIPES District Heating Network, be approved, with the balance to be met by borrowing; and with it being noted that a further report will be brought to Executive Board in 2024 seeking further approvals prior to the commencement of the works;
- (b) That the necessary authority be delegated to the Chief Officer Financial Services, to enable the Chief Officer Financial Services to approve the funding of works to extend the network from Little Queen Street to Castle Street, with it being noted that a further report will be submitted to the Chief Officer Financial Services in relation to this decision;
- (c) That the financial performance of the network, as outlined within the submitted report, be noted;
- (d) That approval be given for the submission of an application to the Heat Trust for accreditation from its customer standard scheme by the end of summer 2023;
- (e) That the progress made to date by the Council and Central Government on Heat Network Zoning and Regulation legislation, be noted, with it also being noted that a further report will be submitted to Executive Board in 2024 outlining the strategic approach together with the decisions required to implement this locally;
- (f) That the underwriting of cash flow losses in Phase 3, up to a maximum value of £2m, in line with the approach taken for Phase 2, be approved.

29 **Green Finance Options**

The Director of Communities, Housing and Environment submitted a report following a White Paper Motion resolution of Full Council at its meeting on 18th January 2023 regarding Green Municipal Bonds / Community Mutual Investments. (Minute No. 76, meeting of Full Council, 18 January 2023 refers).

In presenting the report, the Executive Member acknowledged that although Municipal Bonds may have a role to play in engagement and raising awareness, the financial benefit from such an initiative would be limited when compared to the significant level of investment achieved by the Council to date in this area, with it being noted that the Council's focus was on key areas which would look to accelerate the path to net zero.

Responding to an enquiry, the Executive Member confirmed that Municipal Bonds was not an approach that the Council wished to take forward at present.

RESOLVED –

- (a) That the Council's current plan to use a range of funding routes to fund a package of approved programmes that contribute to net zero (the reduction in carbon emissions and associated improvements in sustainability) in the city, be noted;
- (b) That the range of challenges to achieving net zero, which include financing, but also include a series of larger and more profound challenges and barriers, be noted;
- (c) That the review of green finance options for the Council, which include bonds or Community Mutual Investments (CMIs), as referenced in the White Paper Motion, be noted. That the aim of seeking stronger local and regional green financing from institutions and businesses, as well as individuals, and for the city as well as the Council, also be noted;
- (d) That the features of CMIs supporting net zero projects in other UK Authorities be noted, with it also being noted that a CMI approach may be something that the Council can take forward but that this will be based upon an alignment of financial borrowing and project type, which does not appear to be the position at present.

HOUSING

30 **Approval of the Homelessness and Rough Sleeping Strategy 2023 - 2028**

The Director of Communities, Housing and Environment submitted a report presenting a new Homelessness and Rough Sleeping Strategy covering the period 2023 – 2028, which was designed to provide the Council and partner organisations with an updated strategic direction and framework to achieving the city priority of reducing homelessness and rough sleeping. The report

noted that the strategy had been informed by the extensive consultation which had been undertaken.

In presenting the report the Executive Member highlighted the strategy's 4 overarching ambitions and provided an overview of the actions which lay beneath those ambitions. The consultation undertaken in the development of the strategy was emphasised, with it being highlighted that the approach being taken was to ensure that the aims of the strategy were underpinned by positive engagement. Finally, the Board was invited to approve the strategy as presented, and the aims and priorities within it.

Responding to an enquiry the Board received further information regarding the measuring of the strategy's outcomes and the data that would be used to target services as appropriate, with it being noted that the intention was to review outcomes after 6 months to evaluate the impact being made.

RESOLVED – That the new Homelessness and Rough Sleeping Strategy 2023 – 2028, as presented at Appendix 1 to the submitted report, be approved.

DATE OF PUBLICATION: FRIDAY, 28TH JULY 2023

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 4TH AUGUST 2023