

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 26th June, 2017 at 1.00 pm

(A pre-meeting will take place for ALL Members of the Board at 12.30 p.m.)

MEMBERSHIP

Councillors

B Anderson (Chair) Adel and Wharfedale;
J Bentley Weetwood;
A Blackburn Farnley and Wortley;
K Bruce Rothwell;
D Collins Horsforth;
A Gabriel Beeston and Holbeck;
P Grahame Cross Gates and Whinmoor;
G Harper Hyde Park and Woodhouse;
A Khan Burmantofts and Richmond Hill;
M Lyons Temple Newsam;
K Ritchie Bramley and Stanningley;
G Wilkinson Wetherby;

Please note: Certain or all items on this agenda may be recorded

Principal Scrutiny Adviser:
Angela Brogden
Tel: (0113) 37 88661

Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 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. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 10TH APRIL AND 23RD MAY 2017

1 - 10

To approve as a correct record the minutes of the meetings held on 10th April and 23rd May 2017 by the former Citizens and Communities and Environment and Housing Scrutiny Boards.

7

SCRUTINY BOARD TERMS OF REFERENCE

11 -
30

To receive a report from the Head of Governance and Scrutiny Support presenting the Board's terms of reference.

8

CRIME AND DISORDER SCRUTINY

31 -
46

To receive a report from the Head of Governance and Scrutiny Support on the Crime and Disorder Scrutiny role.

9

CO-OPTED MEMBERS

47 -
50

To receive a report from the Head of Governance and Scrutiny Support on the appointment of co-opted members to Scrutiny Boards.

10

SOURCES OF WORK FOR THE SCRUTINY BOARD

51 -
74

To receive a report from the Head of Governance and Scrutiny Support on potential sources of work for the Scrutiny Board.

11

WORK SCHEDULE

75 -
80

To consider the Scrutiny Board's work schedule for the 2017/18 municipal year.

12

DATE AND TIME OF NEXT MEETING

Monday, 24 July 2017 at 10.30 am (pre meeting for all Board Members at 10.00 am)

THIRD PARTY RECORDING

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.

Use of Recordings by Third Parties – code of practice

- 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 (CITIZENS AND COMMUNITIES)

MONDAY, 10TH APRIL, 2017

PRESENT: Councillor B Anderson in the Chair

Councillors C Campbell, R Grahame,
M Harland, G Hyde, J Illingworth,
K Maqsood, M Robinson, R. Stephenson,
K Wakefield and N Walshaw

80 Late Items

The following late and supplementary information was submitted to the Board:

Agenda item 7 – Draft report of the Scrutiny Board following its inquiry into reducing repeat customer contact through tackling failure demand.

The above information was not available at the time of agenda despatch, but was subsequently made available on the Council's website.

81 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

82 Apologies for Absence and Notification of Substitutes

There were no apologies for absence.

83 Minutes - 13th March 2017

RESOLVED - That the minutes of the meeting held on 13th March 2017 be approved as a correct record.

84 Reducing repeat customer contact - draft scrutiny inquiry report

The report of the Head of Governance and Scrutiny Support made reference to the recent scrutiny inquiry into reducing repeat customer contact through tackling failure demand. The Board's findings and recommendations arising from this inquiry were set out in the Board's draft report for formal consideration and approval.

The following were in attendance for this item:

- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth, Chief Officer Customer Access
- Andrew Cameron, Head of Council Tax and Benefits

Draft minutes to be approved at the next meeting.

In consideration of its draft report, particular reference was made to paragraph 19 of the report and it was suggested that further narrative is included to illustrate the potential cost savings associated with the level of housing related calls that are considered to be avoidable calls to the Contact Centre.

RESOLVED – That the Scrutiny Board approves its draft inquiry report on reducing repeat customer contact through tackling failure demand subject to the amendment set out above.

85 Development of Community Committees - tracking of scrutiny recommendations

The report of the Head of Governance and Scrutiny Support presented a progress update on the implementation of the recommendations arising from the earlier Scrutiny inquiry into the development of Community Committees.

The following were in attendance for this item:

- Councillor Debra Coupar, Executive Member for Communities
- Shaid Mahmood, Chief Officer Communities
- Martin Dean, Area Leader
- Lee Hemsworth, Chief Officer Customer Access

In consideration of the progress made, a position status category was assigned to each recommendation as follows:

- Recommendation 1 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 2 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 3 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 4 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 5 – (Cat 2) – Achieved
- Recommendation 6 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 7 – (Cat 2) – Achieved
- Recommendation 8 – (Cat 2) – Achieved
- Recommendation 9 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 10 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.

The following key issues were also raised during the consideration of this report:

- In relation to recommendation 1, it was noted that details of the lead officer support to Community Committee Champions would be shared with Elected Members.
- In relation to recommendation 10, Board Members acknowledged the current work being undertaken to refresh the Council's website and make it more user friendly. Whilst the Board sought clarification regarding the launch date, it agreed in principle that the new relevant Scrutiny Board should receive a demonstration of the refreshed Council website and ideally before it is launched.

RESOLVED –

- (a) That the report be noted.
- (b) That the above position status categories against each of the recommendations are agreed.
- (c) That a further update report is brought back to Scrutiny within the next 6 months
- (d) That the new relevant Scrutiny Board receives a demonstration of the Council's refreshed website ideally before it is launched.

86 Development of Community Hubs - tracking of scrutiny recommendations

The report of the Head of Governance and Scrutiny Support presented a progress update on the implementation of the recommendations arising from the earlier Scrutiny inquiry into the development of Community Hubs.

The following were in attendance for this item:

- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth, Chief Officer Customer Access
- Susan Murray, Head of Customer Contact

In consideration of the progress made, a position status category was assigned to each recommendation as follows:

- Recommendation 1 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 2 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 3 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 4 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 5 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.
- Recommendation 6 – (Cat 2) – Achieved
- Recommendation 7 – (Cat 4) – Not fully implemented (Progress made acceptable. Continue monitoring.

Draft minutes to be approved at the next meeting.

RESOLVED –

- (a) That the report be noted.
- (b) That the above position status categories against each of the recommendations are agreed.
- (c) That a further update report is brought back to Scrutiny within the next 6 months.

87 Phase 3 - Community Hubs

The report of the Chief Officer Customer Access set out the progress made to-date on the Community Hub programme and invited the Scrutiny Board to consider and provide any comment on the proposed key principles surrounding the development of the Phase 3 Community Hub options.

The following were in attendance for this item:

- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth, Chief Officer Customer Access
- Susan Murray, Head of Customer Contact
- Steve Moore, Senior Community Hub Development Manager

The key issues raised were as follows:

- The Board noted that within Phase 3, there are 21 buildings across the city that will be considered. Details of the sites in scope were set out in Appendix A of the report.
- The Board considered and agreed to the draft key principles set out in paragraph 14 of the report that would be applied to enable options to be developed for consultation with local Ward Members.
- It was suggested that a further Scrutiny working group meeting be held to consider the detail of the potential options as they are developed and prior to further consultation with local Ward Members. It was agreed that the Chief Officer Customer Access would liaise with the Board's Principal Scrutiny Adviser to consider an appropriate date for this working group. However, it was noted that any meeting date proposed after the Annual General Meeting on 25th May 2017 would need to be agreed and taken forward by the new relevant Scrutiny Board.

RESOLVED –

- (a) That the report be noted.
- (b) That the Scrutiny Board agrees with the draft key principles as set out in paragraph 14 of the report.
- (c) That the Chief Officer Customer Access liaises with the Board's Principal Scrutiny Adviser to identify an appropriate date to hold a further Scrutiny working group meeting to consider the detail of the potential Phase 3 options as they are developed.

88 Community Hubs - Work in Jobshops with Workplace Leeds

The report of the Chief Officer Customer Access provided an update on the on-going work in Job Shops and Workplace Leeds (Leeds Mind) aimed at helping residents with mental health issues prepare for work. Appendix 2 of the report set out a case study example of a customer who had accessed and benefited significantly from this service. The Board also watched an interview with this particular customer who had also volunteered to help promote the service more widely.

The following were in attendance for this item:

- Councillor Debra Coupar, Executive Member for Communities
- Lee Hemsworth, Chief Officer Customer Access
- Susan Murray, Head of Customer Contact
- Jane Hopkins, Head of Communities and Partnerships

The Scrutiny Board praised the positive work and commitment demonstrated during the first year in delivering this service contract and acknowledged the key issues that will need to be considered as the service moves into its second year. However, particular reference was made to the Mental Health Awareness Training being delivered to Community Hub staff and it was suggested that Elected Members would also welcome relevant training on this issue too.

RESOLVED –

- (a) That the Scrutiny Board notes the report and welcomes the positive work and commitment demonstrated during the first year in delivering the Work Place Leeds service contract.
- (b) That the Scrutiny Board welcomes the Mental Health Awareness Training being delivered to Community Hub staff and believes that consideration should be given to providing such relevant training to Elected Members too.

89 work schedule

The report of the Head of Governance and Scrutiny Support reminded the Scrutiny Board that this was its last scheduled Board meeting in the current municipal year. However, it was noted that the Chair had committed to holding a further working group meeting on 2nd May 2017 to continue discussions with representatives from DWP/Job Centre Plus and ATOS in relation to the impact of the government welfare reforms.

In conclusion of the meeting, the Chair took the opportunity to thank Board Members, officers and the relevant Executive Board Members for their support and commitment throughout the year.

(The meeting concluded at 11.40 am)

Draft minutes to be approved at the next meeting.

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SCRUTINY BOARD (ENVIRONMENT AND HOUSING)

TUESDAY, 23RD MAY, 2017

PRESENT: Councillor A Lamb in the Chair

Councillors A Blackburn, D Collins,
A Gabriel, A Garthwaite, P Grahame,
A Khan, M Lyons, K Ritchie and
G Wilkinson

95 Chair's Opening Remarks

The Board wished to pass on its condolences to families and friends of those affected by the recent tragic events in Manchester. A minute's silence was observed in memory of those that had lost their lives.

96 Late Items

The following late information was submitted to the Board:

- Agenda item 7 – Draft Scrutiny Inquiry Report – Improving Air Quality in Leeds.

The above information was not available at the time of agenda despatch but was subsequently made available on the Council's website.

97 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

98 Apologies for Absence and Notification of Substitutes

An apology for absence was submitted by Councillor J Bentley.

99 Minutes - 20th April 2017

RESOLVED – That the minutes of the meeting held on 20 April 2017 be approved as a correct record.

100 Improving Air Quality in Leeds - Draft Scrutiny Report

The Head of Governance and Scrutiny Support submitted a report which presented a draft report of the Scrutiny Board in relation to its recent Inquiry into Improving Air Quality in Leeds for consideration and formal approval.

The following were in attendance:

- Councillor Richard Lewis, Executive Member for Regeneration, Transport and Planning
- Councillor Debra Coupar, Executive Member for Communities
- Neil Evans, Director of Resources and Housing
- Andrew Hall, Head of Transportation
- Polly Cook, Executive Programme Manager, Strategy and Resources
- Kevin McGready, Advanced Health Improvement Specialist.

The Board also received a brief update regarding next steps, particularly following the recent publication of the draft UK Air Plan for tackling nitrogen dioxide and also the government's new Clean Air Zone Framework. It was therefore agreed that Scrutiny would continue to be proactively engaged in the Council's on-going work linked to the Leeds Air Quality Action Plan as well as preparations for the introduction of a Clean Air Zone for Leeds.

Other key areas of discussion were:

- In relation to cleaning up the public transport fleet in Leeds, the Board emphasised the importance of also exploring good practice amongst other local authorities in terms of striving to achieve zero emissions through the use of new and developing technologies. It was agreed that this point should also be reflected into the Board's draft report as a key consideration moving forward.
- Where efforts are being made to restrict access to City Square to reduce emissions, the Board emphasised the importance of ensuring that air pollution problems are not consequently being dispersed to other parts of the city. As referenced within its draft report, the Board reiterated the importance of having robust evaluation processes in place to measure the impacts of each potential solution to avoid any punitive measures that could have other unintended economic and health consequences on local businesses and residents.
- As referenced within its draft report, the Board also acknowledged the need to target the taxi and private hire sector in recognition that this would result in substantial benefits. Linked to this, the Board received an update on initiatives already being targeted at this sector.
- In discussing the on-going efforts to tackle air pollution near schools, particular concerns were raised about the levels of pollution emitted from school buses and the need for a joined up approach to tackle this issue.

RESOLVED – That subject to additional narrative being added into the 'moving forward: key considerations' section as requested, the Board's Inquiry report into Improving Air Quality in Leeds, be approved.

101 Review of wider tenant involvement groups - Scrutiny working group summary note

The Head of Governance and Scrutiny Support submitted a report which presented a summary note of the Scrutiny working group held on 25 April 2017 to review wider tenant involvement groups.

Draft minutes to be approved
at the first meeting of the 2017/18 municipal year

The following were in attendance:

- Councillor Debra Coupar, Executive Member for Communities
- Neil Evans, Director of Resources and Housing
- Simon Costigan, Chief Officer Property and Contracts
- Mandy Sawyer, Head of Neighbourhood Services
- John Gittos, Chair of Tenant Scrutiny Board

The key areas of discussion were:

- Recognition of the positive work undertaken by tenants in Leeds.
- The need to ensure that Board Member representation on Tenant Scrutiny Board reflected all parts of the city.
- An update on walkabout arrangements, particularly in terms of ensuring that feedback was provided to all Ward Members.

RESOLVED – That the recommendations set out within the working group summary note be approved.

102 Tenant Scrutiny Board Inquiry into East Leeds Repairs Service - Final Report

The Head of Governance and Scrutiny Support submitted a report which presented the final report of the Tenant Scrutiny Board following its recent inquiry into East Leeds Repair Service.

The following were in attendance:

- Councillor Debra Coupar, Executive Member for Communities
- Neil Evans, Director of Resources and Housing
- Simon Costigan, Chief Officer Property and Contracts
- Mandy Sawyer, Head of Neighbourhood Services
- Lee Ward, Neighbourhood Services Officer
- John Gittos, Chair of Tenant Scrutiny Board
- Olga Gailite, Member of Tenant Scrutiny Board.

The Board welcomed the report and recommendations and in doing so emphasised the need to ensure that good practice was extended across the city.

RESOLVED – That the findings and recommendations arising from the Tenant Scrutiny Board Inquiry into East Leeds Repairs Service, be noted.

(Councillor A Garthwaite left the meeting at 2.00pm during the consideration of this item.)

103 Scrutiny of Peckfield Landfill Site - draft position statement

The Head of Governance and Scrutiny Support submitted a report which presented a draft position statement of the Scrutiny Board in relation to Peckfield Landfill Site for consideration and formal approval.

The following were in attendance:

- Councillor Mary Harland, Chair of Peckfield Liaison Committee
- Councillor James Lewis, Local Ward Member
- Councillor Keith Wakefield, Local Ward Member.

RESOLVED – That the Board's draft position statement in relation to Peckfield Landfield Site, be approved.

(The meeting concluded at 2.20pm)

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 26th June 2017

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Environment, Housing and Communities) for Members' information.

Recommendation

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

1.0 Purpose of this report

1.1 This report presents the terms of reference for the Scrutiny Board (Environment, Housing and Communities).

2.0 Background information

Scrutiny Board's terms of reference

2.1 This year, one document has been developed to define the Terms of Reference of all Scrutiny Boards (see Appendix 1). In doing so, the variations in the Scrutiny Boards' remit, together with their special responsibilities, are now captured within Article 6 of the constitution (see Appendix 2).

2.2 More detailed information surrounding the Scrutiny Board's alignment with relevant officer delegated functions is also attached as Appendix 3.

2.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:

- **Councillor D Coupar (Executive Member for Communities)**

- Landlord Functions (funded by the Housing Revenue Account);
- Housing Functions (funded by the General Fund);
- Integrated locality working and its associated citywide support and delivery functions;
- The council's corporate customer services functions;
- Library and information service;
- Community Safety;
- Welfare and benefits services;
- Asset Management so far as it relates to the use of land and buildings for the provision of front line services;
- Functions relating to the Council's register of Assets of Community Value.

- **Councillor L Yeadon (Executive Member for Environment and Sustainability)**

- Sustainable Energy and Carbon Reduction;
- Public Health Protection and Control of Statutory Nuisance;
- Environmental Health and Consumer Protection;
- Environmental Management;
- Waste;
- Cemeteries, crematoria, burial grounds and mortuaries;
- Parks and countryside;
- Countryside management;
- Ecological Sustainability.

3.0 Corporate Considerations

3.1 Consultation and Engagement

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

3.2 Equality and Diversity / Cohesion and Integration.

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

3.3 Council Policies and the Best Council Plan

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

3.4 Resources and Value for Money

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

3.5 Legal Implications, Access to Information and Call In

3.5.1 This report has no specific legal implications.

3.6 Risk Management

3.6.1 This report has no risk management implications.

4.0 Recommendation

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

5.0 Background documents¹

5.1 None

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

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Scrutiny Board

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

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

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

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

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

6.2 VISION FOR SCRUTINY

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

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

Within their Terms of Reference all Scrutiny Boards may:

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

Scrutiny

Within their terms of reference all Scrutiny Boards may:

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

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

Article 6 - Scrutiny Boards

6.4 **SCRUTINY OFFICER**

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

The functions of the Scrutiny Officer are:

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

6.5 **PROCEEDINGS**

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

6.6 **SCRUTINY BOARD CHAIRS**

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

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

² Under Section 9FB Local Government Act 2000.

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

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

⁵ After consultation with the relevant Scrutiny Chairs

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

6.7 CO-OPTED MEMBERS

Education Representatives

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

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

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

Crime and Disorder Committee

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

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

Additional co-opted members

The following may be appointed to each Scrutiny Board⁹:

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

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

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

⁹ Co-option would normally only be appropriate where the co-opted member has some specialist skill or knowledge, which would be of assistance to the Scrutiny Board.

Vision for Scrutiny at Leeds

"To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review"

To achieve this Scrutiny will follow the nationally agreed 'Four Principles of Good Scrutiny';

1. Provide 'critical friend' challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by 'independent minded' Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- ***Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources***
- ***Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)***
- ***Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.***

Scrutiny Board	Executive Portfolio oversight	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
			Council Functions	Executive Functions
Strategy and Resources	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunities (Cllr Rafique) 		<ul style="list-style-type: none"> Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment 	<ul style="list-style-type: none"> Chief Executive (1-2) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19)
Infrastructure and Investment	<ul style="list-style-type: none"> Regeneration, Transport and Planning (Cllr R Lewis) 	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	<ul style="list-style-type: none"> Director of City Development (a, d-w) Chief Planning Officer 	<ul style="list-style-type: none"> Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3, 7-8, 11) Chief Planning Officer (1-4)
Inclusive Growth, Culture and Sport	<ul style="list-style-type: none"> Economy and Culture (Cllr Blake) Regeneration, Transport and Planning (Cllr R Lewis) Resources and Strategy (Cllr J Lewis) Employment, Skills and Opportunity (Cllr Rafique) 		<ul style="list-style-type: none"> Director of City Development (b,c) 	<ul style="list-style-type: none"> Chief Executive (3) Director of City Development (4-6, 9-10) Director of Children and Families (2¹⁰)

¹⁰ 14-16 skills development only

Article 6 - Scrutiny Boards

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

¹¹ Relating to provision of frontline services only

¹² Excluding 14-16 skills development

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

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

2 – Crime and Disorder

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

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

3 – Health

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

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

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

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

¹⁵ In accordance with Section 9FH Local Government Act 2000

¹⁶ In accordance with Section 19 Police and Justice Act 2006

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

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

¹⁹ Any matter concerning –

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

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

Article 6 - Scrutiny Boards

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

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

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

4– Residual Responsibility

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

Officer Delegation Scheme (Executive Functions) relevant to the Environment, Housing and Communities Scrutiny Board.

The Director of Communities and Environment is authorised¹ to discharge the following functions²

1) Integrated locality working and its associated citywide support and delivery functions including:-

- a) Community Committees;
- b) Area Leadership Teams;
- c) Neighbourhood Improvement Boards;
- d) Parish and Town Councils;
- e) Locally devolved functions;
- f) Multiagency working in neighbourhoods;
- g) Cohesion and integration;
- h) Community centres;
- i) Administration of the well-being and youth activity fund budgets³;
- j) Migration;
- k) Volunteering;
- l) Consultation and engagement;
- m) Relationships with the Third Sector;
- n) Commissioning of Third Sector infrastructure;
- o) The promotion and improvement of economic, social and environmental well being⁴ and
- p) Community Infrastructure Levy spending relating to the Neighbourhood Fund⁵.

3) The council's corporate customer services functions including:-

- a) The telephone contact centre;
- b) Digital access including the council's website and e-services;
- c) Community hubs covering provision of the Councils:-
 - i) One Stop Centre Services;
 - ii) Community based housing management and advice services;
 - iii) Front line community library services and mobile library services; and
 - iv) Local job-shop provision; and
- d) Interpretation and translation services.

¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

² Together with similar and ancillary functions which have not been delegated to another Director.

³ This function to be used in the respect of delegations to community committees (as set out in the Community Committee Executive Delegation Scheme) to allow urgent decisions relating to the use of the annual capital and revenue allocation to any such committee, and subject to any conditions stipulated by the Executive or the relevant Community Committee.

⁴ This function to be used in the respect of delegations to community committees (as set out in the Community Committee Executive Delegation Scheme) to allow urgent decisions relating to the use of the annual capital and revenue allocation to any such committee, and subject to any conditions stipulated by the Executive or the relevant Community Committee.

⁵ This function to be used in the respect of delegations to community committees (as set out in the Community Committee Executive Delegation Scheme) to allow urgent decisions relating to the use of the CIL Neighbourhood Fund allocated to any such committee, and subject to any conditions stipulated by the Executive or the relevant Community Committee.

Officer Delegation Scheme (Executive Functions) relevant to the Environment, Housing and Communities Scrutiny Board.

- 4) Library and Information Service including:-**
- Development of the library service across the city;
 - Management of central library including front line staff; and
 - Library volunteers and 'At Home'.
- 5) Community Safety including:-**
- CCTV;
 - Reduction of crime and disorder;
 - Tackling anti-social behaviour; and
 - Tackling domestic violence.
- 6) Public Health Protection and Control of Statutory Nuisance including:-**
- rubbish accumulations and fly-tipping;
 - domestic, commercial and industrial noise, fumes and odours;
 - air quality management; and
 - other forms of pollution harmful to public health.
- 7) Environmental Health and Consumer Protection including:-**
- food hygiene and safety;
 - health and safety at work⁶;
 - monitoring and control of infectious diseases;
 - private water supply monitoring; and
 - animal health and welfare⁷.
- 8) Environmental Management including:-**
- street cleaning;
 - litter bin provision and maintenance;
 - provision and cleaning of public conveniences;
 - graffiti removal; and
 - dog control and dog warden service.
- 10)Waste including:-**
- Development and implementation of Leeds' waste strategy and policies;
 - refuse and recycling collection; and
 - waste treatment and disposal.
- 11)Cemeteries, crematoria, burial grounds and mortuaries including:-**
- The authority's role as burial authority;
 - Provision, management and maintenance of public burial grounds and crematoria;
 - Provision of burial and cremation services for the public; and
 - contribution to the regional mortuary service serving West Yorkshire.

⁶ other than in relation to Leeds City Council staff or activities

⁷ including livestock markets and animal breeding and boarding establishments

Officer Delegation Scheme (Executive Functions) relevant to the Environment, Housing and Communities Scrutiny Board.

12) Parks and countryside including:-

- a) Creation, management and enhancement of green spaces⁸;
- b) Creation, management and enhancement of related visitor attractions and facilities;
- c) Public rights of way;
- d) Woodland and tree management;
- e) Provision of educational events and programmes; and
- f) Grass cutting and grounds maintenance.

13) Countryside management including:-

- a) provision and maintenance of footpaths and bridleways;
- b) management of the public rights of way network including legal recording, enforcement and maintenance activities;
- c) provision and maintenance of landscaping schemes; and
- d) management of designated conservation sites.

14) Ecological Sustainability including:-

- a) The use of parks and green spaces to promote resilience and mitigate the impact of climate change, flooding and extreme weather events; and
- b) Engagement with communities to enhance natural resilience of environment.

18) Welfare and benefits services including:-

- a) Welfare rights;
- b) Housing benefit, including recoverability of overpayments, and education benefit services;
- c) Local Council Tax Support and recoverability of excess Council Tax Support payments;
- d) Local hardship schemes;
- e) Financial and social inclusion initiatives; and
- f) Commissioning of credit union and Leeds advice consortium services.

⁸ Including parks & city centre beds, nature reserves & woodlands, playgrounds, allotments

Officer Delegation Scheme (Executive Functions) relevant to the Environment, Housing and Communities Scrutiny Board.

The Director of Resources and Housing is authorised⁹ to discharge the following functions¹⁰

10) Sustainable Energy and Carbon Reduction including:-

- a) Formulation and implementation of sustainable energy and carbon reduction policies for the city; and
- b) Engagement with communities in relation to climate change.

11) Landlord Functions (funded by the Housing Revenue Account):-

- a) Council Housing Management, including:-
 - i) Tenant involvement;
 - ii) Lettings & rent collection;
 - iii) Repairs & maintenance;
 - iv) Housing Revenue Account investment (to maintain existing and provide new council housing); and
 - v) Housing PFI projects

12) Housing Functions (funded by the General Fund)

- a) Condition and Occupation of Housing, including:-
 - i) Private and voluntary sector rental housing (including enforcement and licensing);
 - ii) Empty property strategy; and
 - iii) Partnerships with Housing Associations and other key stakeholders.
- b) Other Housing Services, including:-
 - i) Housing advice;
 - ii) Homelessness;
 - iii) Gypsies & travellers;
 - iv) Emergency & temporary accommodation;
 - v) Energy efficiency & fuel poverty; and
 - vi) Adaptations.

⁹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

¹⁰ Together with similar and ancillary functions which have not been delegated to another Director.

Officer Delegation Scheme (Executive Functions) relevant to the Environment, Housing and Communities Scrutiny Board.

The Director of City Development is authorised¹¹ to discharge the following functions¹²

1) Asset Management including:-

- a) strategic management and development of the Council's land and property portfolio;
- b) disposals and acquisitions both freehold and leasehold¹³;
- c) valuations and appropriations;
- d) architectural and design services; and
- e) any other dealings with land or any interest in land.

In relation to this Scrutiny Board, the above relates to the provision of frontline services only.

2) Functions relating to the Council's register of Assets of Community Value.

¹¹ Save where the Leader or the relevant Portfolio Holder has directed or the Director considers that the matter should be referred to Executive Board for consideration.

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

¹³ To deliver the Council's Capital receipts Programme and support housing growth.

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 26th June 2017

Subject: Crime and Disorder Scrutiny

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

1.0 Introduction

- 1.1 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extended the remit of local authorities to scrutinise crime and disorder functions and as from April 2009, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'. The Environment, Housing and Communities Scrutiny Board has been assigned to fulfil this role.
- 1.2 In its capacity as a 'Crime and Disorder Committee', the Environment, Housing and Communities Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies and include the Local Authority, West Yorkshire Police, West Yorkshire Fire and Rescue Service, Leeds Clinical Commissioning Groups, Office of the Police and Crime Commissioner and the West Yorkshire Community Rehabilitation Company.
- 1.3 The Crime and Disorder Act 1998 also introduced Crime and Disorder Reduction Partnerships (now referred to as Community Safety Partnerships) to develop and implement such strategies. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 1.4 Home Office guidance recommended that a protocol be developed jointly between the local Scrutiny function and the Community Safety Partnership to help provide guidance and a common understanding of how crime and disorder scrutiny will operate in practice. A protocol was therefore developed in Leeds and is attached for the information of the Scrutiny Board (Appendix 1).

2.0 Introduction of Police and Crime Commissioners and Police and Crime Panels

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced police authorities with Police and Crime Commissioners (PCCs) and introduced Police and Crime Panels to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions.
- 2.2 However, local Crime and Disorder Committees have no remit to directly scrutinise their PCCs as this role lies with the new Police and Crime Panels (PCPs). In view of this, particular importance is placed upon forging strong links between Crime and Disorder Committees and their respective PCP members in order to relay to the PCC any issues that have been raised through local scrutiny and vice-versa.
- 2.3 The West Yorkshire Police and Crime Panel also fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. As such, a 'Principles for Engagement' document was developed in liaison with the five Local Crime and Disorder Scrutiny Committees. This is also attached for Members information (Appendix 2).

3.0 Recommendations

- 3.1 Members of the Scrutiny Board (Environment, Housing and Communities) are asked to
 - (i) note the attached joint protocol between Scrutiny and the local Community Safety Partnership
 - (ii) note the Principles for Engagement document in relation to the West Yorkshire Police and Crime Panel and the Local Crime and Disorder Scrutiny Committees.

4.0 Background documents¹

- 4.1 None.

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



Crime and Disorder

Protocol between Scrutiny and the Safer Leeds Partnership

June 2015

1.0 BACKGROUND

- 1.1 The Local Government Act 2000 brought in new arrangements that clearly defined a scrutiny role for elected members in holding executives of councils to account, and in scrutinising the work of other agencies providing local services. The overview and scrutiny function of a local authority has the power to summon members of the executive and officers of the authority to answer questions, and can invite other persons to attend meetings to give their views or submit evidence.
- 1.2 There are four fundamental roles that define good scrutiny and underpin scrutiny activity:
1. provides 'critical friend' challenge to executive policy-makers and decision-makers;
 2. enables the voice and concerns of the public and its communities to be heard;
 3. is carried out by 'independent minded governors' who lead and own the scrutiny process; and
 4. drives improvement in public services
- 1.3 In recent years, the role and responsibilities of overview and scrutiny have expanded significantly, with the function now responsible for investigating the delivery of services provided by a wide range of public, private and third-sector partners.
- 1.4 Provisions in the Police and Justice Act 2006, namely Section 19, 20 and 21, extend the remit of local authorities to scrutinise crime and disorder functions. As a result, the Council has been required to designate a Scrutiny Board to act as the Council's 'Crime and Disorder Committee'.
- 1.5 The purpose of this protocol is to provide guidance and a common understanding on how scrutiny of crime and disorder will operate in Leeds. The publication of Regulations¹ and good working practice has shaped this protocol, which may be revised by agreement between all the interested parties in order to continually improve the scrutiny process. The aim is for all parties to help ensure that Scrutiny remains a positive and challenging process.

2.0 SCRUTINY BOARDS (GENERAL)

- 2.1 The overall role and function of scrutiny is to hold decision-makers to account and secure improvements in local practice for local people via a contribution to policy development and review. As such, Scrutiny Boards do not have decision-making powers.
- 2.2 Scrutiny Boards are composed of Elected Members selected to represent the political balance of Leeds City Council. These Members will be the only members of the Board with voting rights and will be selected to serve for a period of 12 months. The membership of the Board will seek to avoid conflicts

¹ The Crime and Disorder (Overview and Scrutiny) Regulations 2009 (S.I.2009/942) and the Crime and Disorder (Overview and Scrutiny) (Amendment) Regulations 2010 (S.I. 2010/616).

of interest and where potential for this exists interests of those Members will be declared and subject to the Council's procedures on these matters².

- 2.3 Scrutiny Boards may also seek nominations from other representative groups to act as co-opted members of the Board. These nominations may be for the duration of a municipal year and/or on an inquiry by inquiry basis, as set out in the Scrutiny Board Procedure Rules, Leeds City Council Constitution. However, the Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'.

3.0 SCRUTINY OF CRIME AND DISORDER IN LEEDS

3.1 Scope

- 3.1.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board has powers to review or scrutinise decisions made (or action taken), in connection with the discharge by the 'responsible authorities' of their crime and disorder functions. These are the authorities responsible for crime and disorder strategies, as detailed in the Crime and Disorder Act 1998, Section 5³. The Act also introduced Crime and Disorder Reduction Partnerships (CDRPs) to develop and implement such strategies. However, since 1st March 2010 the Home Office use the term Community Safety Partnerships in replace of CDRPs. In Leeds, *Safer Leeds* is the city's Community Safety Partnership.
- 3.1.2 Responsible authorities also have a duty to work in conjunction with 'co-operating' bodies. The Safer Leeds Executive comprises a number of responsible authorities* and co-operating bodies. These include Leeds City Council*; West Yorkshire Police*; West Yorkshire Fire and Rescue Service*; Leeds Children's Trust Board; Leeds Safeguarding Children's Board; Youth Offending Service; Adult Social Care; Leeds Clinical Commissioning Groups*; Office of the Police and Crime Commissioner*; Housing Leeds ; HM Prison Service Leeds; Third Sector Partnerships and West Yorkshire Community Rehabilitation Company*.
- 3.1.3 The Scrutiny Board will scrutinise the work of the Community Safety Partnership and the partners who comprise it, only insofar as their activities relate to the partnership itself. For the avoidance of doubt, the Scrutiny Board will not extend to the separate statutory functions of the partner bodies, nor will it entail scrutiny of individual cases.
- 3.1.4 The Police and Justice Act 2006 also makes provision for elected members to refer local crime and disorder matters to the Council's designated Crime and Disorder Committee. Local crime and disorder matters should be considered to encompass crime and disorder matters that affect all or part of the ward for which the member is elected or any person who lives or works in that area including:

² Leeds City Council Constitution - Scrutiny Board Procedure Rules Section 2

³ This was amended by the Policing and Crime Act 2009. Section 108 of the Act provides for every provider of probation services in a particular area, whose arrangements under section 3 of the Offender Management Act 2007 provide for it to be a responsible authority, to be added to the list of "responsible authorities" which comprise the Community Safety Partnership. It also extends the remit of CSPs to explicitly include the reduction of re-offending.

- Antisocial behaviour;
- Other behaviour adversely affecting the local environment;
- The misuse of drugs, alcohol or other substances

3.1.5 While the Police and Justice Act 2006 makes separate provision for the referral of local crime and disorder matters, in practice the principles and processes involved are essentially the same as for any Councillor Call for Action (CCfA) referral.

3.2 Work items

3.2.1 In its capacity as a 'Crime and Disorder Committee', the designated Scrutiny Board is responsible for considering any Member referred crime and disorder matter. At the beginning of each municipal year, the Community Safety Partnership will be invited to make any referrals to the Scrutiny Board which will be considered as part of its overall work schedule. Such referrals are to be formally agreed and presented by a representative of the Safer Leeds Executive.

3.2.2 Where the production of a specific report is requested and/or necessary for a particular Scrutiny Board meeting, then sufficient notice will be given for the preparation of that documentation. There will be a minimum of 7 working days notice.

3.3 Information to be supplied to the Board

3.3.1 Where the Scrutiny Board makes a request in writing for information, this request will be directed to the Chair of the Safer Leeds Executive for action. This information must be provided no later than the date indicated in the request, or as soon as reasonably possible, but not beyond 2 weeks of the date indicated without the agreement of the Scrutiny Board Chair.

3.3.2 Where information has been requested by the Scrutiny Board in connection with their inquiries, this shall be depersonalised information, unless the identification of an individual is necessary or appropriate in order to enable the Scrutiny Board to properly exercise its powers.

3.3.3 However, requests made by the Scrutiny Board shall not include information that the disclosure of which would not be in the public interest or would be reasonably likely to prejudice legal proceedings or current or future operations of the responsible authorities, whether acting together or individually, or of the co-operating bodies.

3.3.4 The Scrutiny Board will not publish confidential information in its reports or information which is exempt under Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006. Where exempt information has been used in the preparation of a report by the Scrutiny Board the report, if published, will list the exempt information referred to in the preparation of the report but not reproduce it in the report. However, Schedule 12A of the Local Government Act 1972 should not be used as a method to bypass the requirement to depersonalise information by placing reports which are not depersonalised

onto a Scrutiny Board agenda as an item to be heard without the press or public present.

3.4 Attending Scrutiny Board Meetings

- 3.4.1 As the 'Crime and Disorder Committee' the designated Scrutiny Board is required to meet no less than once in every twelve month period to carry out this particular function.
- 3.4.2 The Scrutiny Board may require the attendance of an officer of a responsible authority or of a co-operating body to answer questions. Where reasonable notice of the intended date is given, the responsible authority or co-operating body will be obliged to attend⁴.
- 3.4.3 The Scrutiny Support Unit will also try to give approximate times for items to be discussed. However, as items sometimes overrun, there may be a short waiting time.
- 3.4.4 Prior to a Scrutiny Board meeting, the Chair receives a briefing on items to appear on the forthcoming agenda from officers in the Scrutiny Support Unit. On occasion, officers from the responsible authorities or co-operating bodies may be requested to attend this briefing, or a separate session, to enable the Chair of the Scrutiny Board to be briefed ahead of the scrutiny meeting.

3.5 Conduct of Scrutiny Board Inquiries

The role of Terms of Reference

- 3.5.1 The majority of Scrutiny Inquiries have agreed terms of reference. These are used to inform departments of the Council and partners of the emphasis of a particular inquiry.
- 3.5.2 Officers in the Scrutiny Support Unit will liaise with relevant officers of the Council and the responsible authorities and co-operating bodies during the preparation of Terms of Reference to ensure that the focus of the inquiry is relevant and the timing of it appropriate.

Co-opted Members

- 3.5.3 The Crime and Disorder (Overview and Scrutiny) Regulations 2009 and the 2010 amendment make specific provision for the co-option of additional members to serve on a 'Crime and Disorder Committee'. The Scrutiny Board has agreed to consider the co-option of any additional members on an inquiry by inquiry basis.

Gathering evidence

- 3.5.4 The evidence to be gathered will be detailed in the inquiry's terms of reference. This material may be considered at a scrutiny meeting which is open to the public or by a small working group of Board members deputed to

⁴ The responsible authority or co-operating body should ensure that officers attending Scrutiny Board meetings are in a position to answer the Scrutiny Board's questions and are given appropriate support by their line managers.

undertake a specific evidence gathering task. In the latter case, working group members will report back to a full meeting of the Scrutiny Board on their findings.

- 3.5.5 The Scrutiny Support Unit will try to give guidance on what will be asked and sometimes possible question areas will be passed on to the responsible authorities or co-operating bodies to allow some time for preparation before the meeting. However, members may follow a related line of discussion and ask other questions on the day.

Preparation and publication of reports

- 3.5.6 At the conclusion of an inquiry, where considered appropriate, the Scrutiny Board will produce a preliminary report. This will be drafted by the Scrutiny Support Unit in conjunction with the Scrutiny Board Chair and agreed by the Board. This report will provide a summary of the evidence submitted, along with the Scrutiny Board's conclusions and recommendations. The Scrutiny Board will consult the Community Safety Partnership Executive and other relevant responsible authorities or co-operating bodies prior to finalising its report. Final reports will be published on the Council's website and be widely available to all relevant stakeholders and members of the public. Copies will be sent to each of the responsible authorities and each of the co-operating persons and bodies.

Response to reports

- 3.5.7 Where the Scrutiny Board makes a report or recommendations to the Council or the Executive about the exercise of crime and disorder functions by responsible authorities, a copy will be provided to each of the responsible authorities and each of the co-operating persons and bodies.
- 3.5.8 Where a relevant authority or co-operating persons or body has been notified, it must:
- consider the report and recommendations;
 - respond in writing to the Scrutiny Board within 28 days of the date of the report or recommendations, indicating what (if any) action it proposes to take; and
 - have regard to the report or recommendations in exercising its functions.
- 3.5.9 The implementation of any agreed scrutiny recommendations will be monitored by the Scrutiny Support Unit and progress recorded at regular intervals.

3.6 Scrutiny Support Unit

- 3.6.1 In summary, the work of the Scrutiny Support Unit entails:
- Providing a research and intelligence function to Scrutiny Boards (each of which has been allocated a different area of specialism)
 - Managing programmes of inquiries for each of the Scrutiny Boards
 - Providing support and guidance to witnesses
 - Managing the presentation of witnesses, research and reports to Scrutiny Boards and/or carrying out research and reports "in house" as appropriate

- Assisting Scrutiny Boards to prepare reports of their inquiries and steering recommendations through the Council's decision making arrangements
- Monitoring and tracking the implementation of scrutiny recommendations
- Leading the continuing development of the Overview and Scrutiny function

3.6.2 Contact the Scrutiny Support Unit at scrutiny.unit@leeds.gov.uk

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West Yorkshire Police and Crime Panel

Principles for Engagement:

Local Crime and Disorder Scrutiny Committees

Background to Local Crime and Disorder Scrutiny Committees

Provisions in the Police and Justice Act 2006 extended the remit of local authorities to scrutinise crime and disorder functions and as of April 2009 each Council has been required to designate a Scrutiny Board to act as their 'Crime and Disorder Committee.'

'Crime and Disorder Committees' have the powers to review or scrutinise decisions made (or action taken) by the local Community Safety Partnership (CSP) and the 'responsible authorities' that comprise it, but only with regards to activities which relate to the Partnership itself.

Impact of the Police Reform and Social Responsibility Act 2011

Although the Act did not change the legal remit of local authority Crime and Disorder Scrutiny Committees, they will not have the power to directly scrutinise the Police and Crime Commissioner because he/ she will not be a 'responsible authority' on the CSP.

Under previous arrangements the Scrutiny Committees could scrutinise the West Yorkshire Police Authority. However, the reforms signal a readjustment of responsibilities in relation to the scrutiny of policing in West Yorkshire. In this sense, the West Yorkshire Police and Crime Panel will carry out part of the role previously exercised by Local Crime and Disorder Scrutiny Committees.

Rationale for Engagement

The West Yorkshire Police and Crime Panel fully recognise the benefits of establishing and maintaining strong links with the five Local Crime and Disorder Scrutiny Committees. These Local Scrutiny Committees can play a critical role in helping the Panel:

- To **recognise** the needs and concerns of local communities in relation to community safety and crime.
- To better **understand** the link between the strategic direction set by the Police and Crime Commissioner and its impact on individual wards and **neighbourhoods**.

- To **assess the impact** of all Partners on crime and community safety related issues in each district.
- To apply the **skills and expertise** necessary to effectively scrutinise the Police and Crime Commissioner.
- To **focus** on issues which are common to all of the West Yorkshire districts.
- To **maximise its resources** by contributing to scrutiny work initiated by the West Yorkshire Police and Crime Panel.

Equally, the West Yorkshire Police and Crime Panel is eager to assist Local Crime and Disorder Scrutiny Committees by:

- Holding the **Commissioner to account** if he/she
 - Has a detrimental impact on the safety or confidence of communities in West Yorkshire
 - Raises public concern due to their chosen approach
 - Acts in a way which would have previously prompted the Committee to ‘call in the responsible authority.’
- **Informing and supporting** the Commissioner in such a way as to ensure his/ her approach and plans reflect the needs and interests of the diverse communities across West Yorkshire.
- **Promoting** policing and community safety interventions which have proved successful in the past or are working well under the Commissioner.
- **Leading** on scrutiny investigations on behalf of the five Scrutiny Committees where issues of sub-regional significance have been identified.

Moving Forwards

On the basis of the rationale outlined above, the West Yorkshire Police and Crime Panel will work in partnership with Local Crime and Disorder Scrutiny Committees (CDCs) in the following ways:

1. Panel Meetings

- 1.1 CDC Chairs will, at the very least, be invited to meetings of the West Yorkshire Police and Crime Panel on an annual basis to engage in an open discussion about the impact of the Commissioner in each district and to review the relevance of the latest iteration of the ‘Principles for Engagement.’
- 1.2 Should serious concerns arise during the year, the Panel may ask one or more CDC Chairs to attend additional Panel meetings and provide their perspective on the issue under consideration.

1.3 CDC Chairs can request an item to be put on the agenda of a Panel meeting by contacting the Chair of the Panel directly and explaining the reason for the request.

2. Influencing the Police and Crime Plan

2.1 The Police and Crime Panel is in a fortunate position in terms of its ability to influence the development of the Police and Crime Plan and the CDCs are encouraged to inform the Panel's approach when exercising this influence.

2.2 The Police and Crime Panel will encourage the Commissioner to have regard to the business cases and strategic assessments submitted by the individual authorities when developing his/ her Police and Crime Plan and subsequent commissioning arrangements.

2.3 CDCs will be sent a copy of all the draft iterations of the Police and Crime Plan that are submitted to the Panel and will be asked to return any comments or suggestions in advance of the Panel meeting during which the draft will be discussed.

2.4 CDCs are also asked to brief their authority's Panel Members in advance of any discussions on the Plan so the local perspective is sufficiently understood and so the Panel is made aware if the Plan does not have regard to the evidenced needs of communities across West Yorkshire.

3. Regular Exchange of Information and Intelligence

3.1 The five CDCs will each complete a quarterly briefing note for use by all Panel Members to support them in assessing the impact of the Commissioner across West Yorkshire.

3.2 The lead scrutiny officers will be notified of the deadlines for these briefing notes as far in advance as is practicable. These deadlines will be aligned with Panel Meeting dates as responses will be required two weeks before each Panel meeting.

3.3 All completed briefings notes are to be formally approved by the CDC Chair before submission.

3.4 Unless a request is made to the contrary, all submissions will be circulated to the other CDCs in West Yorkshire to allow comparisons and further linkages to be made.

3.5 The completion of the briefing notes will not be an onerous task and will only call upon information and examples that the CDCs are already aware of or hold.

- 3.6 CDCs will be encouraged to play an active role in developing and adapting the themes covered within the briefing note.
- 3.7 Questions in the briefing note will, at the very least, relate to:
- The findings of any relevant investigations carried out at the local level
 - Plans for any future investigations at the local level which may be of interest or relevance to the Panel and/ or other CDCs in West Yorkshire.
 - Any concerns the CDCs want the Panel to be aware of, to either raise directly with the Police and Crime Commissioner or to investigate further.
 - Any suggestions about the way in which the Panel could better support or influence the approach of the Police and Crime Commissioner.
- 3.8 Panel Members will have sight of all of the completed briefing notes as well as a covering note highlighting any common issues or trends.
- 3.9 CDCs may also choose to arrange regular verbal briefings with the Panel Members representing their authority on the West Yorkshire Police and Crime Panel.

4. Co-ordinating Work Programmes

- 4.1 CDCs will submit the latest iteration of their work programmes along with their quarterly briefing notes.
- 4.2 These work programmes will then be circulated to the five CDC lead officers to help identify linkages across the five CDC work programmes and will also be used by the AWYA to identify linkages between the work of the CDCs and the Panel.
- 4.3 In cases where the CDCs are due to carry out investigations that are likely to be of interest to the Panel, the Panel may request a short briefing note summarising the results of these investigations.
- 4.4 Where one or more of the CDCs are due to investigate the same issue the Panel may decide to carry out the investigation at a sub-regional level on behalf of all five CDCs or in conjunction with them.
- 4.5 If the Panel identifies an issue for concern which relates to only one of the West Yorkshire districts, the relevant CDC may be asked to lead on the resultant investigation with support from a Panel Member from that authority.

4.6 CDCs will be notified of such a request from the Panel at the earliest possible opportunity and the Panel recognises that the CDC response to these requests will be dependent on the availability of resources at that time.

4.7 Equally, the Panel's ability to lead on investigations on behalf of the CDCs will be resource and work load dependent.

5. Aligning Membership

5.1 Where possible, at least one Panel Member will sit on each CDC to ensure the Panel has a detailed understanding of local issues as well as the skills necessary to effectively scrutinise the Commissioner.

5.2 Where membership is not aligned in this way a Panel Member from each authority will be designated as the lead Panel Member for their authority's CDC and as such will contribute to CDC meetings and investigations as and when required and subject to existing workload pressures.

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Report author: Angela Brogden
Tel: (0113) 3788666

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 26 June 2017

Subject: Co-opted Members

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

Summary of main issues

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

Recommendation

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

1 Purpose of this report

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

2 Background information

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

3 Main issues

General arrangements for appointing co-opted members

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

Issues to consider when seeking to appoint co-opted members

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

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

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and Best Council Plan

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

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

7.0 Background documents¹

7.1 None.

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



Report author: Angela Brogden
Tel: 0113 3788661

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 26th June 2017

Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

1. Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

2. The Vision for Scrutiny¹, attached at Appendix 1, recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame;
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review;
 - Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
 - Balanced in terms of the workload across the Scrutiny Boards and as to the type of Scrutiny taking place;

¹ This forms part of Article 6 within the Council Constitution.

- Sufficiently flexible to enable the consideration of urgent matters that may arise during the year.
3. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors and Executive Board Members, the Scrutiny Board is requested to consider priority areas of Scrutiny for the forthcoming municipal year.

Recommendations

4. Members are requested to;
- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
 - Request that the Chair and the Principal Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a more detailed work programme.

1.0 Purpose of this report

- 1.1 To assist the Scrutiny Board in effectively managing its workload for the forthcoming municipal year, this report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest.

3.0 Main issues

Best Council Plan

- 3.1 A refresh of the Best Council Plan was agreed by Council in February 2017 to reflect the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is attached as Appendix 2.

Areas of Scrutiny work identified last year that now fall within the remit of the Environment, Housing and Communities Scrutiny Board.

- 3.2 Last year, the former Environment and Housing and Citizens and Communities Scrutiny Boards identified the following areas for further consideration during 2017/18:

- *Improving Air Quality in Leeds*
The Environment and Housing Scrutiny Board carried out an inquiry into air quality last year and published its findings in May 2017 ([Link to scrutiny report](#)). In view of the complexities surround this matter and the need to respond appropriately to evolving national policies associated with air quality, the Environment and Housing Scrutiny Board strongly advised that there is on-going scrutiny involvement in this area of work by the successor Scrutiny Board.
- *Roll out of Community Hubs*
Last year the Citizens and Communities Scrutiny Board tracked the recommendations arising from its earlier inquiry into the development of Community Hubs. Linked to this, the Board maintained a commitment to monitor overall progress in rolling out the Community Hub programme. In April 2017, the Board was consulted on the key principles associated with the Phase 3 roll out prior to wider consultation.
- *Future provision of CCTV*
The Environment and Housing Scrutiny Board engaged in early dialogue with the then-Director of Environment and Housing around opportunities to further develop and modernise the current CCTV service as well as exploit opportunities to generate new income activity. The Scrutiny Board expressed a wish to maintain a watching brief of progress surrounding the procurement of a new contract by April 2018.

- *Migration in Leeds, including potential issues associated with Brexit*
Stemming from the work undertaken last year on Migration, the Citizens and Communities Scrutiny Board monitored the progress made in implementing its earlier recommendations as well as engaging in early discussions with cross-directorate representation on the issues that need to be considered in the context of migration in light of Brexit and its potential impact on Leeds. The Board expressed a wish to maintain a watching briefing on this matter.
- *The impact of Welfare Reforms*
Stemming from the early Scrutiny work around Universal Credit, the Citizens and Communities Scrutiny Board received regular briefings and engaged in discussions with both internal and external representatives (including DWP and ATOS) regarding the impact of the government welfare reform programme on the residents of Leeds. It was agreed that the views and concerns raised by Scrutiny on this matter would be reflected in letter to the Chair of the Work and Pensions Parliamentary Select Committee along with a formal request for more detailed scrutiny at a national level. The Board also expressed a wish to maintain a watching brief on this matter.
- *Review of Housing Advisory Panels*
Stemming from its recent review of wider tenant involvement groups, the Environment and Housing Scrutiny Board stressed the importance of ensuring that the Council's forthcoming review of Housing Advisory Panels also includes the views of Scrutiny.
- *Refuse collection rerouting*
The Environment and Housing Scrutiny Board was pleased to note the involvement of frontline staff to help inform proposed changes to routes and stressed the importance of engaging effectively with Elected Members too. However, the Board also expressed a wish to keep a watching brief on the implementation of the proposed changes.
- *Peckfield Landfill Site and the broader regulatory issues*
The Environment and Housing Scrutiny Board produced a position statement following its on-going monitoring of the recommendations arising from an earlier inquiry into Peckfield Landfill Site ([link to scrutiny position statement](#)). Within this, the Board reflects on its broader views surrounding the current legislative and regulatory framework associated with landfill sites and urges the Council to engage with Scrutiny in providing a response to planned consultations this year by the Environment Agency and Defra on related matters.
- *Private Rented Sector Housing*
The Environment and Housing Scrutiny Board identified Private Rented Sector Housing as a key area of interest last year and received a detailed report on this matter during its April 2017 meeting. However, the Board felt that this area of work would also warrant further Scrutiny during the 2017/18 municipal year.

3.3 As the above areas now fall within the remit of the Environment, Housing and Communities Scrutiny Board, the Board is asked to consider whether or not to include these within its work programme.

Other sources of Scrutiny work

- 3.4 The Scrutiny Boards' terms of reference are also determined by reference to Directors' delegations. As such, Scrutiny Boards have always challenged service directorates across the full range of council activities and the Scrutiny Board may therefore undertake pieces of scrutiny work in line with its terms of reference, as considered appropriate.
- 3.5 Other common sources of work include pre-decision scrutiny, requests for scrutiny and other corporate referrals. The Board is also required to be formally consulted during the development of key policies which form part of the council's budget and policy framework.

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 It is recognised that in order to enable Scrutiny to focus on strategic areas of priority, each Scrutiny Board needs to establish an early dialogue with the Directors and Executive Board Members holding the relevant portfolios. The Vision for Scrutiny also states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources prior to agreeing items of work.

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and the Best Council Plan

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

4.4 Resources and Value for Money

- 4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.
- 4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:
- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
 - Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;

- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

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

5.0 Conclusions

5.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. This report provides information and guidance on potential sources of work and areas of priority within the Board's terms of reference. In consultation with the relevant Directors, Executive Board Members and Scrutiny Officer, the Scrutiny Board is requested to consider areas of Scrutiny for the forthcoming municipal year.

6.0 Recommendations

6.1 Members are requested to;

- Use the attached information and the discussion with those present at the meeting to draw up a list of areas for Scrutiny for the forthcoming municipal year.
- Request that the Chair and the Principal Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a more detailed work programme.

7.0 Background papers²

7.1 None

² The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

Vision for Scrutiny at Leeds

“To promote democratic engagement through the provision of an influential scrutiny function which is held in high regard by its many stakeholders and which achieves measurable service improvements which add value for the people of Leeds through a member led process of examination and review”

To achieve this Scrutiny will follow the nationally agreed ‘Four Principles of Good Scrutiny’;

1. Provide ‘critical friend’ challenge to decision makers, through holding them to account for decisions made, engaging in policy review and policy development;
2. Promote Scrutiny as a means by which the voice and concerns of the public can be heard;
3. Ensure Scrutiny is carried out by ‘independent minded’ Board members;
4. Improve public services by ensuring reviews of policy and service performance are focused.

To succeed Council recognises that the following conditions need to be present;

- Parity of esteem between the Executive and Scrutiny
- Co-operation with statutory partners
- Member leadership and engagement
- Genuine non-partisan working
- Evidence based conclusions and recommendations
- Effective dedicated officer support
- Supportive Directors and senior officer culture

Council agrees that it is incumbent upon Scrutiny Boards to recognise that resources to support the Scrutiny function are, (like all other Council functions), under considerable pressure and that requests from Scrutiny Boards cannot always be met. Therefore Council agrees that constructive consultation should take place between the Executive and Scrutiny about the availability of resources prior to any work being undertaken.

Consequently, when establishing their work programmes Scrutiny Boards should

- Seek the advice from the Scrutiny officer, the relevant Director and Executive Member about available resources
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue (e.g. Plans Panel, Housing Advisory Board, established member working groups, other Scrutiny Boards)
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within our agreed time frame.



BEST COUNCIL PLAN 2017/18:

Tackling poverty and reducing inequalities





BEST CITY • BEST COUNCIL

Tackling poverty and reducing inequalities

Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.

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

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

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

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

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

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

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

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

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

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

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

62%

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

40%

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

183,000

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

10,000

people employed in Leeds' digital sector

150+

Syrian refugees welcomed by Leeds as part of national resettlement programme

103,000

registered Leeds Let's Get Active members

£7 million

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

26 million

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

246,000

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

UK's 3rd largest

retail centre outside London



Cllr Judith Blake
Leader of Leeds City Council

Tom Riordan
Chief Executive of Leeds City Council



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

OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes within clean and well cared for places
- Do well at all levels of learning and have the skills they need for life
- Enjoy greater access to green spaces, leisure and the arts
- Earn enough to support themselves and their families
- Move around a well-planned city easily
- Live with dignity and stay independent for as long as possible

LOW CARBON

Reducing emissions, tackling fuel poverty, delivering efficient and secure energy

GOOD GROWTH

Growing the economy, creating jobs, improving skills, promoting a vibrant city

HEALTH & WELLBEING

Supporting healthy lifestyles, improving mental health and wellbeing, integrating health and social care

RESILIENT COMMUNITIES

Building strong, cohesive communities, raising aspirations, reducing financial hardship

CHILD-FRIENDLY CITY

Keeping children safe, supporting families, raising aspirations and educational attainment

BETTER LIVES

Giving people with care and support needs the right care and support at the right time

TRANSPORT & INFRASTRUCTURE

Connecting people and places, improving air quality, meeting housing needs

2017/18 PRIORITIES

i What we and our partners are doing in 2017/18 to improve outcomes

Page 61

BREAKTHROUGH PROJECTS – Helping deliver the Best Council Plan



Cutting carbon and improving air quality



World class events and a vibrant city centre that all can benefit from



More jobs, better jobs



Early intervention and reducing health inequalities



Strong communities benefiting from a strong city



Making Leeds the best place to grow old in



Housing growth and high standards in all sectors



Tackling domestic violence and abuse

OUR VALUES

Being open, honest and trusted • Treating people fairly • Spending money wisely • Working as a team for Leeds • Working with all communities



Underpinning what we do and how we work

TELLING THE STORY

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

Good growth



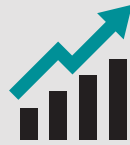
415,000

jobs in Leeds – back to pre-recession levels



80,000

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



6%

increase in average earnings in Leeds – the biggest increase anywhere in the UK

Health & wellbeing



17

council operated leisure and wellbeing centres attracting 3.5m annual visits



1/3

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

348,000

visits to Let's Get Active sessions. We now have 103,000 registered Leeds Let's Get Active members

Resilient communities



2

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



4,712

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



3,000

city centre flats and 500 businesses will have their flooding risk reduced by the £45m Leeds Flood Alleviation Scheme

Child friendly city



360

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



11-17

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



694

carers registered at the end of March 2016 with a net gain of 26 mainstream carers

Better lives



246,000

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



13%

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



£6.8m

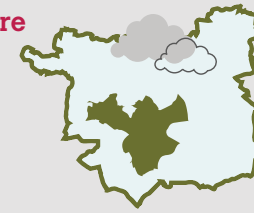
grants per year provided for 1,000 adaptations to private homes

Transport & infrastructure



£270m

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



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



8,169

people responded online in 2016 to develop a new Transport Strategy for Leeds helping tackle air quality issues

Low carbon



3.66m tonnes

of carbon dioxide emitted by Leeds (latest data 2014/15)

110,000

tonnes of this coming from the council



60%

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



1,109 tonnes

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

Best Council : Efficient and Enterprising Organisation



£81.8m

savings needed by March 2018



17 to 4

reduction of city centre Council buildings by 2017/18



1,600

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



GOOD GROWTH

Tackling poverty and reducing inequalities

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

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

The challenges

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

150,000
PEOPLE

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



At **9.6%**
UNEMPLOYMENT

in Leeds remains above national average and this figure rises to more than

20%
in some areas, such as Seacroft, Hunslet and Richmond Hill

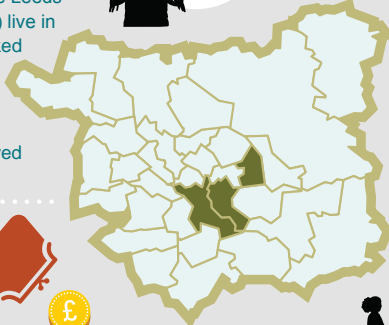
1 in 8

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

1 in 5



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

CONTRACT
0 HOURS



9,500
WORKERS

are on zero hour contracts



During 2014/15 in-work poverty was estimated to affect

15,000
HOUSEHOLDS
in Leeds

67%

of the 26,400 Leeds children classed as living

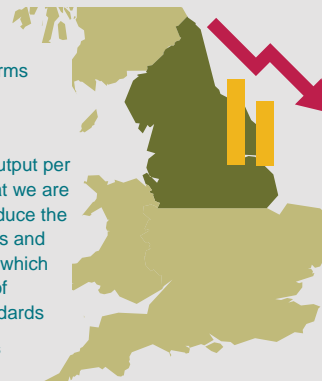
'IN POVERTY'
are estimated to be from working families (2014/15)



The North underperforms the rest of the UK by **25%**

based on economic output per head – this means that we are working harder to produce the same amount of goods and services, the result of which creates a stagnation of wages and living standards

Source: Northern Powerhouse Independent Economic Review 2016



Key strategies and related documents:

- Leeds Growth Strategy 2017-20 (in development – due for publication summer 2017)
- Leeds City Region Strategic Economic Plan 2016-36
- Leeds Culture Strategy (in development – due for publication spring 2017)

What we're doing



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

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

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

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

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

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

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

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

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

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

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

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

For Leeds and the wider Leeds City Region, securing greater devolution powers will enhance our ability to support economic growth and tackle deprivation.



HEALTH & WELLBEING

Tackling poverty and reducing inequalities

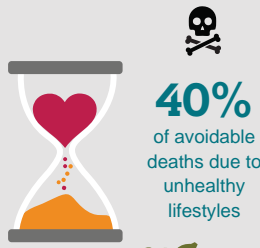
The vision set out in the Leeds Health and Wellbeing Strategy is that we will be a healthy and caring city for all ages, where people who are the poorest will improve their health the fastest. By supporting healthy lifestyles, working with communities and targeting support in deprived areas we can reduce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

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

The challenges

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

10.8 yrs



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



Across Leeds around one in five children say they often feel stressed or anxious

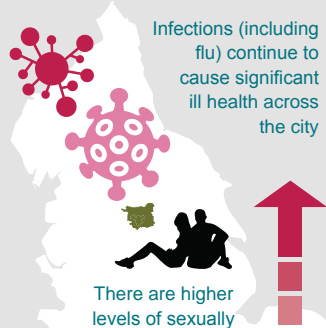


What we're doing

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

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

Infections (including flu) continue to cause significant ill health across the city



15-24 YEAR OLDS

For those that need care, this is often organised around single illnesses: the challenge is, instead, to look at all of an individual's needs along with their social and economic conditions



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

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

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

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

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

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

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

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

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

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

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

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

we work 'with' and not 'do to'

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



Key strategies and related documents:

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



RESILIENT COMMUNITIES

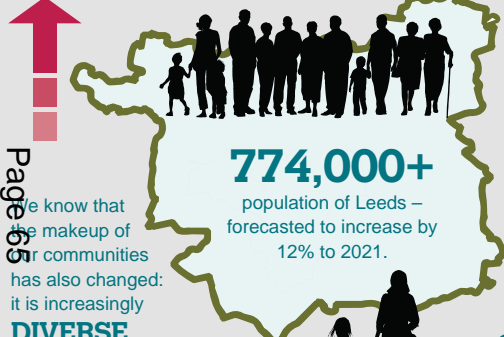
Tackling poverty and reducing inequalities

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

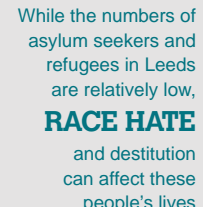
conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services, building more resilient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

The challenges

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



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



What we're doing



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

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

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

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

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

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

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

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

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

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

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

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

Key strategies and related documents:



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



CHILD FRIENDLY CITY

Tackling poverty and reducing inequalities

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

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

The challenges

26,400
under 16s
across the city
estimated to be
**LIVING IN
POVERTY...**

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

...With a growing child population, and that growth being greatest in the poorer and more diverse part of the city, this figure is set to rise



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

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



Yorkshire and Humber is the **2nd LOWEST**

English region for GCSE attainment for children on free school meals (2015)



Poor attainment at school has a stark impact on adult outcomes, including

employability, earning potential, long-term health in later life and life expectancy



We need to build the equivalent of

8 NEW HIGH SCHOOLS

by 2023 to manage projected demand for school places



What we're doing



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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key strategies and related documents:



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



BETTER LIVES FOR PEOPLE WITH CARE AND SUPPORT NEEDS

Tackling poverty and reducing inequalities

Helping people to be independent, live in dignity and enjoy happy, healthy and active lives is at the heart of Leeds' ambition to be a compassionate city with a strong economy. Through this, one of our priorities is to ensure people with care needs are

given the right care at the right time. Where people are able to be independent, we will help them get the right support and access to services that enable this for as long as possible.

The challenges



We face the twin challenges of huge financial pressures and a growing and ageing population with more complex long-term health conditions, requiring greater and more intense levels of support

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Over the next 20 years the **65-85 AGE GROUP** is projected to increase by **1/3**



Residents aged 85 and over expected to double over the same period



10% of all road traffic accident casualties in Leeds are aged over 60

70,000 pensioner households in Leeds – over half are older people living alone
Source: 2011 census

15% older people described as lonely or socially isolated

Leeds' adult population with dementia is predicted to rise between 2014 and 2030 by

50% from just over 8,000 to 12,000



3,000 PEOPLE

This growth is particularly focussed amongst younger people with the most profound needs for care



Trends suggest the working age population supported by the council with moderate or severe learning disabilities will increase by around **7.5%** between 2014 and 2020

Additionally there are rising public expectations about the opportunities and quality of life of people who use care and support services – this has led to a national drive to improve the quality and level of people's

CHOICE AND CONTROL

of their social care and support services and an increasing focus on the integration of health and social care services



5% increase over the last 4 years in the city's learning disabilities population: it now stands at more than

What we're doing



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

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

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

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

**better connections,
better living and
better conversations**

Better Lives through Better Connections

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

In 2017 this will include:

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

Better Lives through Better Living

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

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

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

Better Lives through Better Conversations

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

Key strategies and related documents:



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



TRANSPORT & INFRASTRUCTURE

Tackling poverty and reducing inequalities

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

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

The challenges

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

Source: IPPR

£247

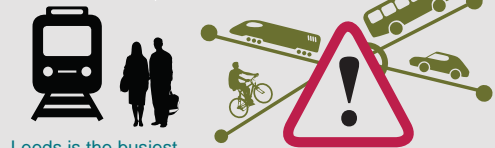
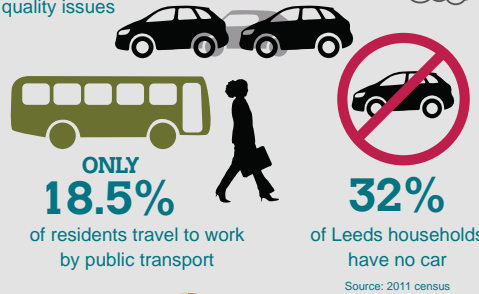
spend per person in
YORKSHIRE & HUMBERSIDE

£1,870

spend per person in
LONDON

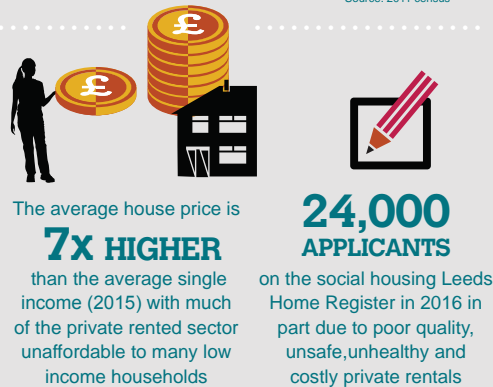


Congestion is an issue on busy junctions causing journey time delays and contributing to air quality issues



Leeds is the busiest station in the North with
37 million PASSENGERS

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



What we're doing



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

contributions the total investment package is worth around £270m. Later in 2017 we will publish a Leeds Transport Strategy, guided by an independent advisory panel and taking into account feedback from the 8,000 people who put their views forward during the 2016 'Transport Conversation'.

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

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

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

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

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

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

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

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

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

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

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

Key strategies & related documents:



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



LOW CARBON

Tackling poverty and reducing inequalities

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

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

The challenges



11.9%

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

Source: Dept for Energy and Climate Change 2014

This is above the **10.6%** English average

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

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



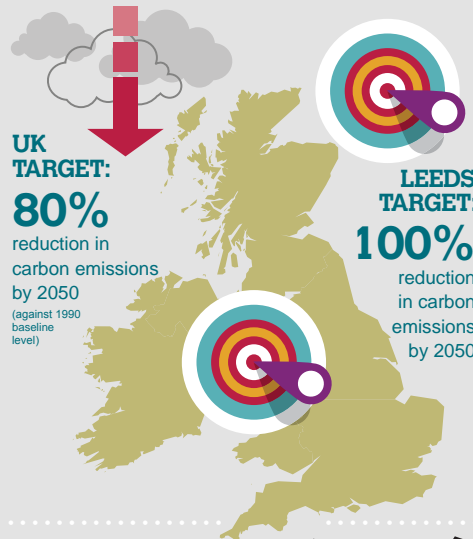
51% increase in real term domestic energy bills 2005-2013

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



700 people in Leeds will die this year from illnesses related to air pollution...

...with an overall cost to the local economy of **£480m**



UK TARGET: **80%** reduction in carbon emissions by 2050 (against 1990 baseline level)

LEEDS TARGET: **100%** reduction in carbon emissions by 2050



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



950,000 tonnes of commercial and industrial waste produced each year

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

What we're doing



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

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

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

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

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

In September 2016, White Rose Energy was launched

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

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

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

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

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

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

Key strategies and related documents:



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

EFFICIENT & ENTERPRISING

Tackling poverty and reducing inequalities

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

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

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



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

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

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

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

£8.25



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

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

What we're doing

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

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

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

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

£214m (48%)

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



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

£82m
of savings
required in
2017/18

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

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

BREAKTHROUGH PROJECTS

Helping deliver the Best Council Plan

i Innovation and collaboration, on a city-wide scale, driving change for individuals, communities and public services



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



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

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

The Go ON UK Digital Exclusion Heatmap has highlighted that

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13% of adults in Leeds have never been online and 23% lack all five basic digital skills



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

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

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

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

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

Key strategies & related documents:

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



KEY PERFORMANCE INDICATORS

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

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



BEST CITY KPIs

Good growth

Growth in jobs in the Leeds economy
Increased productivity
More people supported to improve their skills
More Leeds residents with at least a Level 4 qualification
Increased number of new business start-ups
Increased footfall as a result of major cultural events

Health & wellbeing

More adults are active
Fewer children are obese
Lower infant mortality rates
Reduced avoidable years of life lost
Suicide rates
Fewer people smoking
Claimant rate for Employment Support Allowance

Resilient communities

Increased self-reporting of domestic violence and abuse incidents
Reduced rate of serious acquisitive crime (burglaries and robberies)
Decrease in reported anti-social behaviour / nuisance concerns
Hate crime incidents
Number of adults of working age affected by in-work poverty
Increased earnings for the lowest paid 10% of working residents

Child friendly city

Safe reduction in the number of children looked after
Higher school attendance
Fewer young people not in education, employment or training (NEET) / unknown
Educational attainment at age 16

Transport & infrastructure

Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
Number of people killed or seriously injured in road traffic accidents
More residents with all 5 basic digital skills
Growth in new homes in Leeds
Reduced homelessness

Better lives

More adults and older people helped to live at home
Increase in registered care services rated as 'good' or 'outstanding'
More people with choice and control of their care services
Fewer people return to hospital following discharge
Percentage of new client referrals for specialist social care resolved at point of contact or through accessing universal services

Low carbon

Fewer households in fuel poverty
Reduced carbon emissions across the city
Improved energy and thermal efficiency performance of houses
Increased waste recycled

BEST COUNCIL KPIs

Workforce more representative of our communities

More apprentices employed by the council

Lower average staff sickness levels

All staff have appraisals and mid-year reviews

Improved staff engagement scores

Minimise over/underspend for this financial year

Growth in business rates

Improved council tax collection rate

Increased percentage of ICT service desk calls fixed at the first point of contact

ICT system/service availability

Fewer customer complaints

More council customers using self-serve when getting in touch

Lower CO2 emissions from council buildings and operations

Percentage of council staff with all 5 basic digital skills

OUR VALUES

i Underpinning what we do and how we work

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

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

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

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



Being open, honest and trusted

– I can be my best

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

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

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



Treating people fairly

– It feels like I count

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

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

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



Spending money wisely

– I make every pound go further

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

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

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

Working as a team for Leeds

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



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

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

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



Working with all communities

– There’s no wrong door into the council

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

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

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





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Report author: Angela Brogden
Tel: 0113 3788661

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 26th June 2017

Subject: Work Schedule

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

1 Purpose of this report

1.1 The purpose of this report is to consider the Scrutiny Board’s work schedule for the forthcoming municipal year.

2 Main issues

2.1 Further to the discussions held during the meeting, Members are requested to translate the decisions made around the chosen topics for Scrutiny into a work schedule for the forthcoming municipal year.

2.2 A draft work schedule is attached. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve recommendation tracking of work undertaken by the former Environment and Housing and Citizens and Communities Scrutiny Boards and also Budget and Policy Framework Plans.

3 Recommendations

3.1 Members are asked to prioritise the topics for Scrutiny identified during the meeting and incorporate these into its work schedule for the forthcoming municipal year.

4 Background papers¹

4.1 None used

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

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year Appendix 1

Area of review	Schedule of meetings/visits during 2017/18		
	June	July	August
<i>To be agreed</i>			
<i>To be agreed</i>			
Briefings	Scrutiny Board Terms of Reference and Sources of Work SB 26/06/17 @ 1 pm		
Recommendation Tracking		Reducing repeat customer contacts through tackling failure demand – formal response SB 24/07/17 @ 10.30 am	
Budget & Policy Framework/pre-decision Scrutiny			
Performance Monitoring		Performance Update SB 24/07/17 @ 10.30 am	

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Areas of review	Schedule of meetings/visits during 2017/18		
	September	October	November
<i>To be agreed</i>			
<i>To be agreed</i>			
Briefings			
Recommendation Tracking	Migration in Leeds SB 11/09/17 @ 10.30 am	Universal Credit SB 09/10/17 @ 10.30 am Development of Community Committees SB 09/10/17 @ 10.30 am	Reducing repeat customer contacts through tackling failure demand. SB 06/11/17 @ 10.30 am
Budget & Policy Framework/pre-decision Scrutiny			
Performance Monitoring			

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18		
	December	January	February
<i>To be agreed</i>			
<i>To be agreed</i>			
Briefings			
Recommendation Tracking			
Budget & Policy Framework/pre-decision Scrutiny		Financial Health Monitoring SB 15/01/18 @ 10.30 am 2018/19 Initial Budget Proposals SB 15/01/18 @ 10.30 am	
Performance Monitoring		Performance Update SB 15/01/18 @ 10.30 am	

Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18	
	March	April (TBC)
<i>To be agreed</i>		
<i>To be agreed</i>		
Briefings		
Recommendation Tracking		
Budget & Policy Framework/pre-decision Scrutiny		
Performance Monitoring		