
SCRUTINY BOARD (INCLUSIVE GROWTH, CULTURE AND SPORT)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Wednesday, 28th June, 2017 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

R Grahame	Burmantofts and Richmond Hill;
M Harland	Kippax and Methley;
G Hyde	Killingbeck and Seacroft;
J Illingworth	Kirkstall;
A Lamb (Chair)	Wetherby;
S Lay	Otley and Yeadon;
K Maqsood	Gipton and Harehills;
M Robinson	Harewood;
R. Stephenson	Harewood;
K Wakefield	Kippax and Methley;
N Walshaw	Headingley;

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

Principal Scrutiny Adviser:
Angela Brogden
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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		<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4		<p>DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS</p> <p>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.</p>	
5		<p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p>	
6		<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting the Board's terms of reference.</p>	1 - 18
7		<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Governance and Scrutiny Support on the appointment of coopted members to Scrutiny Boards.</p>	19 - 22
8		<p>2016/17 BEST COUNCIL PLAN PERFORMANCE REPORT</p> <p>To receive a report from the Director of City Development and Director of Children's Services presenting a summary of performance against the strategic objectives for the council relevant to the Inclusive Growth, Culture and Sport Scrutiny Board within the annual 2016/17 part of the Best Council Plan 2015-20.</p>	23 - 36

WORK SCHEDULE

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

DATE AND TIME OF NEXT MEETING

Wednesday, 26 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.

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 28th 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 the Scrutiny Board (Inclusive Growth, Culture and Sport) 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 (Inclusive Growth, Culture and Sport).

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 3¹.
- 2.3 In terms of Executive Members, the Scrutiny Board's role encompasses the areas of responsibility assigned to:
- **Councillor J Blake (Leader of Council and Executive Member for Economy and Culture)**
 - International and Domestic inward economic investment;
 - Culture.
 - **Councillor R Lewis (Executive Member for Regeneration, Transport and Planning)**
 - Economic Development.
 - **Councillor J Lewis (Executive Member for Resources and Strategy)**
 - Sport and Active Lifestyles.
 - **Councillor M Rafique (Executive Member for Employment, Skills and Opportunity)**
 - Employment and skills including:-
 - (a) Provide leadership and coordination of the post 16 skills and learning system, working with people, schools, colleges, universities, employers, providers of information and guidance;
 - (b) provision of information, advice and guidance services in community and school settings;
 - (c) Apprenticeships;
 - (d) vocational training and allied services for persons over compulsory school age; and
 - (e) provide leadership and coordination of the city's employment support offer.

¹ The non-executive (Council) delegated functions set out in Article 6 have not been referenced as these are in the process of being re-assigned to the Infrastructure and Investment Scrutiny Board.

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 documents²

- 5.1 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.

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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

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 Inclusive Growth, Culture and Sport Scrutiny Board

The Director of City Development is authorised¹ to discharge the following functions²

4) Economic Development including:-

- a) business support;
- b) the Council's markets service; and
- c) management of the city centre.

5) Employment and skills including:-

- a) **Provide leadership and coordination of the post 16 skills and learning system, working with people, schools, colleges, universities, employers, providers of information and guidance** with the aims of:
 - getting more people into jobs
 - increasing labour market productivity
 - meeting employer needs, tackling skills shortages and supporting the growth of priority sectors
 - supporting people to progress within their careers, particularly from low paid roles to better jobs
 - developing, attracting and retaining skilled, creative and entrepreneurial people to help develop a successful economy
 - improving transition from education to work, and to support lifelong learning for people to develop and fully participate in civic life and progress their careers and respond to economic change.
- b) **Provision of information, advice and guidance services in community and school settings**
- c) **Apprenticeships** including:-
 - working with learning and training providers to develop and deliver provision to meet changing labour market needs
 - supporting the implementation of the corporate apprenticeship provision
- d) **Vocational training and allied services for persons over compulsory school age including:-**
 - putting employers at the heart of the system, influencing learning and training providers to ensure provision meets employers' needs; and
 - working with learning and training providers to develop and deliver provision to meet emerging labour market needs
 - the commissioning and delivery of adult (19 plus) learning programme in communities; and
 - working with employers to strengthen their workforce training

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.

Officer Delegation Scheme (Executive Functions) relevant to the Inclusive Growth, Culture and Sport Scrutiny Board

e) Provide leadership and coordination of the city's employment support offer including:-

- promotion of partnership working and aligned provision to assist residents to obtain employment
- working with employers to meet their workforce needs
- commission and deliver services to support citizens in disadvantaged communities to enter and stay in employment, and
- working with employers and careers advice and learning providers to support the progression of low paid workers into better jobs, and coordinating work to removing other barriers to progression.

6) International and domestic inward economic investment including:-

- a) tourism and the visitor economy.

9) Culture including:-

- a) museums and galleries; and
b) arts and events.

10) Sport and Active Lifestyles including:-

- a) leisure centres and community sports facilities³.

³ The Director of City Development's delegations do not cover golf courses and outdoor pitches in parks which falls within the delegations of the Director of Communities and Environment.

Officer Delegation Scheme (Executive Functions) relevant to the Inclusive Growth, Culture and Sport Scrutiny Board

The Chief Executive is authorised⁴ to discharge any function of the Executive not otherwise delegated to a Director including the following functions in relation to ⁵

3) Devolution and local freedoms including:-

- a) Delivery of devolved powers and freedoms, including those received through the city deal and growth deal, in conjunction with the LEP;
- b) Liaison with:-
 - i) West Yorkshire Combined Authority and Leeds City Region bodies;
 - ii) Central government departments; and
 - iii) Core Cities.

The Director of Children and Families is authorised⁶ to discharge the following functions⁷⁸

2) Learning, Skills and Universal Services

e) 14-16 Skills Development

- i) Support the development of a diverse learning offer including University Technical Colleges, Studio Schools, Direct College enrolment and Free Schools;
- ii) Support the development of academic, technical and vocational pathways that contribute to local labour market needs;
- iii) Promote the opportunities available to young people at 14; and
- iv) Promotion of business engagement in schools and colleges through high quality Careers Education, Information, Advice And Guidance.

⁴ 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.

⁵ Together with similar and ancillary functions which have not been delegated to another Director.

⁶ 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.

⁷ Together with similar and ancillary functions which have not been delegated to another Director.

⁸ In accordance with the resolution of the Executive Board 6 July 2005 the Director of Children and Families will also carry out relevant functions in relation to the Building Hope – Leeds/Sri Lanka Tsunami Appeal Charity

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 28th 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 of Director of City Development and Director of Children and Families

Report to Inclusive Growth, Culture and Sport Scrutiny Board

Date: 28th June 2017

Subject: 2016/17 Best Council Plan Performance Report

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

- This report provides a summary of performance against the strategic objectives for the council relevant to the Inclusive Growth, Culture and Sport Scrutiny Board within the annual 2016/17 part of the Best Council Plan 2015-20.

Recommendations

- Members are recommended to:
 - Note the Best Council Plan 2016/17 performance information and to consider if they wish to undertake further scrutiny work to support improvement work in any of these areas.
 - Note the new annual Best Council Plan Key Performance Indicators to be reported during 2017/18.

1.0 Purpose of this report

- 1.1 This report presents a summary of the performance data for 2016/17 in relation to progress against the delivery of the council's 2016/17 priorities within the Best Council Plan (BCP) 2015-20 together with other relevant indicators. It also provides details on the new Best Council Plan performance indicators to be reported in 2017/18.

2.0 Background information

- 2.1.1 This report has two appendices:

- Appendix 1: Best Council Plan Performance Summary 2016/17
- Appendix 2: Best Council Plan Performance Summary 2017/18

3.0 Main issues

3.1 2016/17 Best Council Plan Performance

- 3.1.1 The attached Best Council Plan (BCP) Performance Summary 2016/17 (Appendix 1) shows progress against the 2016/17 priorities relevant to the Inclusive Growth, Culture and Sport Scrutiny Board within the BCP 2015-20.
- 3.1.2 The year end results of the 2016/17 Key Performance Indicators within the Best Council Plan together with other relevant performance indicators are reported on the Performance Summary, together with a red/amber/green (RAG) rating, where appropriate, to reflect if the 2016/17 targets have been met.
- 3.1.3 The Board's attention is drawn to the Key Performance Indicators on Appendix 1 relating to:

Percentage of Adult Population Active for 30 Minutes Once per Week

- 3.1.4 The percentage of the adult population active for 30 mins once per week in Leeds was 38.9% in 2016/17 and the target of an increase against the 2015/16 result of 36.5% was met. This increase of 2.4% represents an extra 23,750 people active for 30 mins at least once a week. There will be continued focus to further improve participation levels as currently 21.6% of the Leeds' population is classified as obese and 23% is inactive (i.e. less than 30 minutes of physical activity a week). These rates are higher than the national averages and there is also a correlation of those living in deprived areas with higher obesity and inactivity levels. In addition, there is an increasing prevalence in Leeds of long term conditions such as diabetes, with 39,635 people with diabetes, a rise of 13% over the last 3 years.
- 3.1.5 Leeds is experiencing continued growth in council leisure centre activities. During 2016/17, there were 3.75 million visits to leisure centres, a rise of 2.6% on the previous year, and in particular increases in visits for swimming lessons, fitness classes and gymnastics lessons. The greater growth is more noteworthy since John Smeaton Centre's pool was closed for refurbishment during the period.
- 3.1.6 85% of Leeds' schools now access the School Swimming Programme engaging 9,608 children. The leisure centres' own Learn to Swim Programme runs for 46 weeks a year and 10,302 children are currently enrolled, an increase of 4.3% on 2015/16. 213 'Looked After Children' are on the free swimming lessons scheme and 280 have a free junior health and

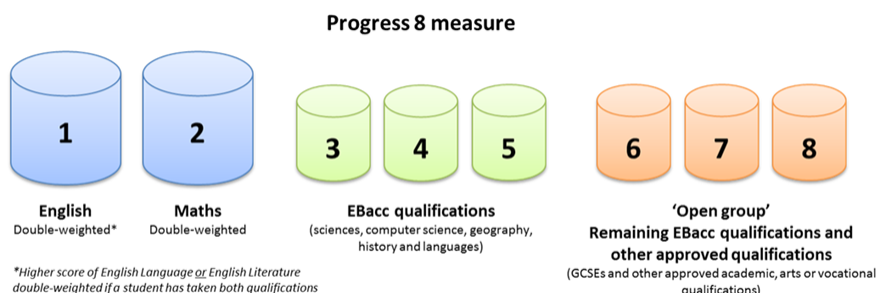
fitness membership. 4,015 Children have a junior health and fitness membership with council leisure centres.

- 3.1.7 101,960 people were registered with Leeds Let's Get Active (LLGA) at the end of 2016 of which 45% were 'inactive' before joining the scheme. A new paid for scheme replaced LLGA in Jan 2017. Between January and May this year there have been almost 50,000 visits by LLGA members which is 35,000 fewer than for the same period last year when it was free. However, the actual number of visits is encouraging as the overall reduction in the number of visits clearly reflects the impact of the introduction of the paid for scheme. Currently around 15% of the Leeds population have signed up to the LLGA scheme. During sign-up customers' contact details were collected and the next phase is to get in touch with customers to encourage continued usage of the scheme.
- 3.1.8 Targeted activator programmes also continue to be run to improve access and engagement across Leeds' communities. A recent success was a 'Leeds Girls Can' event 'Couch to 5K', held at Kirkstall Abbey, where 116 women participated in the first session. Progress has also been made on co-locating Adult Social Care into 10 leisure centres and further co-location of services within leisure centres is being explored.
- 3.1.9 In 2017/18, the Active People Survey (APS), which provides the result for the percentage of adult population active for 30 mins once per week, will be replaced by the Active Lives Survey (ALS). The ALS ran alongside the APS during 2016 and ALS result will form the baseline for 2017/18 reporting. The ALS uses slightly different measures to the APS and the "percentage of people who are active' (150+ minutes per week)" will be reported in 2017/18.

Average Progress 8 score (Key Stage 4) and Percentage of students achieving a good pass in English and in maths (Key Stage 4)

- 3.1.10 The 2016 headline results for Key Stage 4 are provided to support the Inclusive Growth, Culture and Sport Scrutiny Board's remit around 14-16 skills development. However, it is important to note that more detailed scrutiny of attainment levels at all key stages is undertaken by the Children and Families Scrutiny Board as part of its overall remit.
- 3.1.11 Major curriculum and assessment reform is taking place nationally, which means that changes to the reporting of key stages will also change. Two new attainment measures have been introduced by the government this year: Progress 8, and the percentage of pupils achieving a good pass in English and maths (Key Stage 4). As this is the first year of reporting, it is not possible to indicate a direction of travel; however, the use of quartile reporting is common for attainment indicators, so Leeds' quartile position is provided as context.
- 3.1.12 Assessment of young people's educational achievement has undergone significant change in recent years. Measures like 5 or more GCSEs were replaced in 2016 with Attainment and Progress 8. The curriculum offer in schools and the pathways available to young people will be increasingly structured around the requirements of Progress 8 which is the key accountability measure for institutions.
- 3.1.13 Attainment 8 measures the achievement of a pupil across eight subjects including maths (double weighted), English (double weighted if the combined English qualification, or both language and literature are taken), three further qualifications that count in the English Baccalaureate and three further qualifications on the DfE approved list. English and maths are double weighted to reflect that they are core subjects for all young people. Attainment 8 is a summary of young people's achievements at the end of statutory school age.

3.1.14 Progress 8 captures the progress a pupil makes from the end of key stage 2 to the end of key stage 4. This is done by comparing a pupil's Attainment 8 score to the average for all other pupils nationally who had the same key stage 2 prior attainment. As Progress 8 is a relative measure, the average Progress 8 score for all pupils nationally is zero. Institutions like the 14+ Apprenticeship Academy at Leeds City College and UTC Leeds will be held accountable against this measure accepting they only take pupils at key stage 4.



3.1.15 In 2016 the Progress 8 score for Leeds is -0.06. A Progress 8 score of 1.0 means pupils in the group make on average a grade more progress than the national average; a score of -0.5 means they make on average half a grade less progress than average. Performance in Leeds is better than the averages for core cities and Department for Education statistical neighbours, but remains below the national result.

3.1.16 In 2016 the average Attainment 8 score was 48.4 in Leeds, the England all school measure was 48.5. Attainment outcomes are what matter to individual pupils; these are their passport to future education and career opportunities. For this reason all academic, technical and vocational pathways need to include routes for young people to secure GCSEs in English and maths, in order to maximise their later success and enable them to contribute to the labour market.

3.1.17 Scrutiny of the 2016 Progress 8 data reinforces the fact that the gap between non-disadvantaged and disadvantaged pupils is too wide. Disadvantaged pupils has a formal definition but can also be viewed in a broader context. The formal definition is those pupils who attract government pupil premium funding: pupils claiming free school meals at any point in the last six years and pupils in care or who have left care. In 2016 among the cohort of pupils with the lowest Progress 8 scores in the city, around two thirds of this group was disadvantaged: almost double the rate of disadvantaged pupils found in the overall end of Key Stage 4 2016 cohort. Many of these pupils had left primary school with good prior attainment but did not go on to sustain good achievement in secondary schools.

3.1.18 There are some common approaches among schools that do well for disadvantaged children: teachers know who pupil premium children are and take responsibility for accelerating their progress; support staff are highly trained and understand their role; teaching for all is good or better; eligibility for pupil premium is never confused with low ability; designated senior school leaders and a governor have a clear overview of what difference is being made. This practice is being shared. Beyond the school community the need for all those who work with children and families to support and promote learning will be a key theme for a refreshed Children and Young People's Plan.

3.1.19 The annual standards reports provides further details on 2016 outcomes and on the strategy going forward. This includes shared approaches involving Teaching School Alliances, the local universities, the Leeds Learning Partnership and other school partners that will:

- Support subject networks that will enable good practice to be disseminated across the vast majority of schools and academies in the city. These will cover the majority of subject areas within the progress 8 'baskets'.
- Ensure apprenticeships are both known about and accessible to young people
- Support schools to offer good quality Careers Education, Information, Advice & Guidance
- Promote the LEP's Enterprise Adviser programme to our schools;
- Promote the Enterprise Adviser programme to Leeds' businesses and to regularly engage with schools to understand the impact and value of the Enterprise Adviser programme.
- Meet the need for high quality technical routes to employment that meet the needs of local employers to support sustained economic growth.
- Work with partners to offer an extensive range of opportunities to schools and academies for young people to engage with people from businesses to enhance their employability and enterprise skills.

Percentage of young people NEET (not in education, employment or training) / not known

- 3.1.20 The Department for Education changed the definition of the statutory NEET indicator in September 2016; the new indicator reports on young people in academic years 12 and 13, and no longer uses an 'adjustment formula' used in the previous definition. Furthermore, both NEET and not known young people are reported in one single, combined headline indicator. This is a more accurate measure of who needs support: those who are NEET and those whose status is not known. NEET rates alone no longer suggest high performance when in reality there may be many young people whose activity is not known. It is also more transparent where local authorities have efficient tracking processes and low not known rates, but whose NEET rate appears to be high. The new measure shows performance at both tracking young people and managing the proportion who are NEET.
- 3.1.21 Our estimated result for 2016 (average of November 2016, December 2016 and January 2017) is 6.7 per cent (2.8 per cent NEET and 3.9 per cent not known), but in the absence of comparative national data for the same period we cannot draw conclusions about relative performance. What we do know is that based on the same year groups last as year, the not known rate has increased.
- 3.1.22 Whilst the headline indicator provides context on a relatively small, closely defined cohort it should be noted that the term 'NEET' can be used in a wider sense as a proxy for young people seeking long-term, sustainable employment and training opportunities. This is affected by: the opportunities available to young people at 14; the range of academic, technical and vocational pathways that contribute to local labour market needs; and business engagement in schools and colleges through high quality Careers Education, Information, Advice And Guidance.

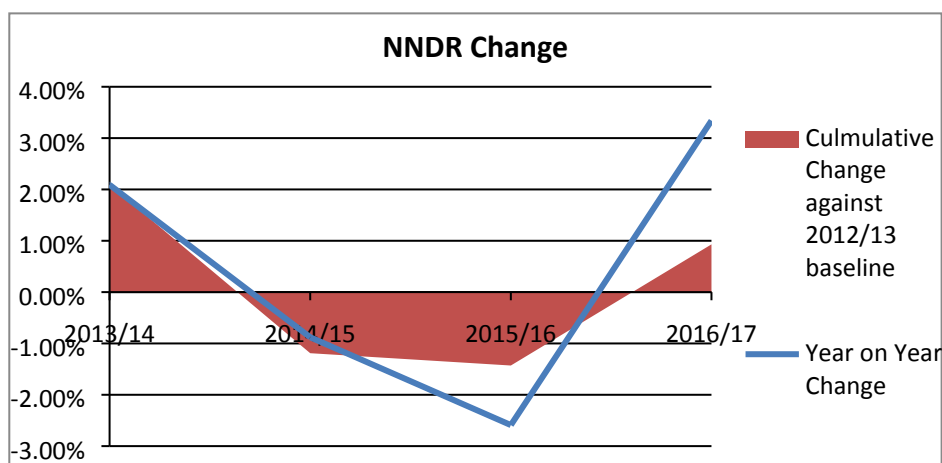
Business Rate Growth

- 3.1.23 In 2016/17, there was 0.93% growth in National Non-Domestic Rates (NNDR) relative to the 2012/13 government provided baseline at the commencement of the Rates Retention Scheme (on the 1st April 2013) and therefore the target was met. The result reflects the continued growth in the take up of business properties across Leeds. During this period, a number of developments have been added to the ratings list, the most notable being: Trinity Shopping Centre in March 2013; the First Direct Arena in July 2013; Kirkstall Bridge in October 2015; Sovereign Square; and Victoria Gate in October 2016.

3.1.24 Growth relative to 2015/16 is 3.34% and is somewhat misleading due to retail relief, which was available in 2015/16 but not in 2016/17. Factoring this in reduces the growth to 2.13%. During 2016/17, large office developments on Wellington Place have completed, the Recycling and Energy Recovery Facility is now included on the ratings list and the Victoria Gate shopping centre opened.

3.1.25 Also, since 1st April 2013, there have been significant reductions particularly in three areas: city centre shops resulting from appeals based on the impact of Trinity especially on the Albion St/Lands Lane area; large city centre office reductions; and 70% reductions in purpose built medical centres backdated 10 years. There have also been a number of schools converting to academies, which attracts 80% relief, thereby further reducing the NNDR payable.

3.1.26 Due to the impact of appeals, even where there is positive growth in NNDR this can show as a fall or lesser growth. Other factors have also impacted in some years, such as a high number of demolitions to make way for new development e.g. Victoria Gate, Wellington St, Queen St and Kirkstall Bridge, which have a detrimental impact on the reported NNDR payable. The graph below shows the year on year change as well as the cumulative NNDR compared with the 2012/13 baseline since 1st April 2013, demonstrating that growth in one year can be offset the following year:



3.1.27 28.4% of appeals in Yorkshire and the Humber are successful and there are 2 main types. The first is reductions backdated to when the valuation came into effect (April 2010), and are to correct errors made by the Valuation Office Agency (VOA). These appeals can mask Leeds' achievements in attracting growth to the city due to the effect of losses being backdated several years. Therefore, if Leeds suffers a loss of £1 in rateable value (RV) in 2016/17 from a successful appeal, £7 in RV growth in the current year is needed to compensate. Such appeals, therefore, can have a disproportionately large and significant impact on the current year's business rates. Recent examples would be the 2016 Halifax Headquarters appeal which led to a £400k p.a. reduction, backdated 7 years as well as the Medical Centres' appeal mentioned above.

3.1.28 The second type of successful appeal is a "material change in circumstance" following changes in specific buildings or the surrounding area e.g. reductions in RV following the opening of the Trinity shopping centre. The VOA considers that a city centre only has a certain capacity for retail and further retail space therefore leads to reductions in RV elsewhere in the city centre.

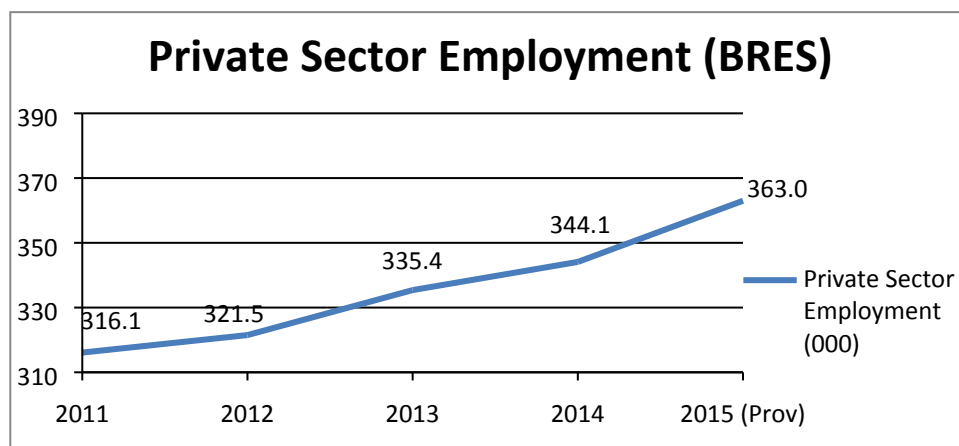
3.1.29 There are currently in excess of 4,000 outstanding appeal cases mostly lodged prior to April 2015 (which can be backdated to April 2010), however appeals lodged after the 1st April

2015 can only be backdated to 1st April 2015. In Leeds, RV of over £400m has least one appeal, i.e. over 40% of the total RV of the city.

- 3.1.30 The NNDR revaluation, which applies from 1st April 2017, may result in better, more robust valuations, better able to resist appeals and a new appeal “Check, Challenge, Appeal” process where appeal evidence is made available at an early stage, may also assist in reducing the amount of backdated repayments that have to be made.

Jobs Growth

- 3.1.31 Private sector employment grew again in 2015 (the latest result available) to 363,000, and the target of increasing growth in jobs was met. This annual indicator reports the result of the Business Register and Employment Survey (BRES) which provides details of the number of employees (including working proprietors) in the private sector in Leeds.
- 3.1.32 The latest (provisional) result from the BRES shows that the number of people employed in the private sector in 2015 was 363,000, an increase of 18,900 jobs when compared with the 2014 result of 344,100 i.e. 5.5% growth. The total is made up of 254,500 full time and 100,600 part time employees and 7,900 working proprietors. The growth of 18,900 comprises an increase of 16,800 full time and 2,800 part time employees, together with a decrease of 700 in working proprietors. 72% of all private sector employment in Leeds is in full time jobs.
- 3.1.33 The BRES shows that private sector employment in Leeds has increased year on year since 2011, as show in the graph below:



- 3.1.34 Outside of London, only 16 centres had more than 150,000 private sector employees in 2015. Leeds, with 363,000 employees, was the second largest after Birmingham (389,000) with the other key centres being Glasgow (315,500), Manchester (289,100) and Edinburgh (249,700). Leeds had the highest proportion of employees (and working proprietors) in the private sector of all the core cities. The main areas of growth were the financial and professional services.
- 3.1.35 Leeds has key strengths in financial and business services, advanced manufacturing, health and creative and digital industries, with a strong knowledge-rich business base that makes it the only major city in the North of England categorised as a “large, high-knowledge export base” city in a recent Centre for Cities report. Outside of London, Leeds ranked as first in financial and business services; professional, scientific & technical services; digital LCC; export intensive; creative DCMS; publishing & broadcasting; other business services; and business admin and support. After London, major centres with over 30,000 in employment in

financial and related professional services include Birmingham, Bristol, Edinburgh, Glasgow, Leeds and Manchester.

- 3.1.36 Across the whole of employment (public and private sector), there has been an increase in wage levels across the board. Average pay for full time employees rose by 6% in 2015 (from £498.40 per week to £528.70 per week), and for part time employees, by 5.3% from £171.00 to £180.10 per week. However, low pay is also an issue, with an estimated 11.9% of full time working residents (27,993) and 44.3% of part time working residents (36,361) in Leeds earning below the Real Living Wage in 2015. Estimates suggest 19.6% of all Leeds' employees (public and private sector) earned less than the Living Wage of £8.25 in 2016, i.e. 76,000 employees. Of these, 44,000 were women, and 31,000 were men. Those with part time jobs were more likely to earn less than the Living Wage, with 41,000 people affected. Women working part time were the worst affected group with 29,000.
- 3.1.37 Looking further ahead, the delivery of the second leg of HS2 into Leeds will deliver further economic stimulus, with the potential to create 20,000 jobs and provide a catalyst for development around the station. The regeneration and development of the South Bank could provide up to 35,000 new jobs and the Enterprise Zone is expected to act as a stimulus for the regeneration of the wider Aire Valley which, when fully developed, could deliver over 9,500 new jobs by 2025.

Overall Satisfaction with Cultural Provision in Leeds

- 3.1.38 In 2016/17, satisfaction with cultural provision in Leeds was 75%, an increase on the 2015/16 result of 73% and the target was met. The survey results continue to show a consistent year on year increase with 2016/17 representing the fifth consecutive annual rise from 71.2% in 2012/13. There was a higher result of 84.8% in 2014/15, however, this may have been due to the impact of the Tour de France in 2014. It is encouraging that 76% of the respondents support the 2023 Capital of Culture bid which was publically launched in March 2017 at an event at the Royal Society of Arts.
- 3.1.39 Alongside the provision of the traditional range of events, Leeds once again hosted the International Triathlon Union world triathlon event on the 10th and 11th June 2017. This follows the success of the 2016 Triathlon which featured some of the world's top competitors, 80,000 roadside spectators and extensive world-wide television coverage including over 5 hours live coverage by the BBC. As part of the 2016 event and in conjunction with British Triathlon and Sport England, the Go Tri scheme was launched providing the public with an opportunity to try out the 3 components of the triathlon through a range of free activities at 4 sites across Leeds. To the end of May 2017 there have been 1,124 people attend the Go Tri sessions, of which 58% were women, with a total throughput of 2,877 to all sessions. This also includes a specific session working with Adult Social Care where 21 people with severe learning difficulties took part. It is planned to continue running the Go Tri scheme following the 2017 Triathlon in June.
- 3.1.40 Additional resources have been identified to support the landmark 50th anniversary of Leeds West Indian Carnival which is again being held over the August bank holiday and promises to be the biggest and best yet. Conversations are ongoing between City Development and Communities and Environment to ensure the event is sustainable in future years.
- 3.1.41 Work to create a collaborative Cultural Strategy for the city continues, and the Draft Cultural Strategy was presented to Executive Board in February and gained approval to move onto a more formal consultation period with publication expected in July 2017. A City Centre Strategy is also being progressed, to develop the city centre's public realm focussing on

considering how spaces will be used for events and general animation. Summer 2016 saw a pop-up park hosted on Cookridge Street and this was successfully repeated in front of the Town Hall. In addition, there has been the managed closure to traffic of both Greek Street and a part of Merrion Street, to allow greater pedestrian access to the bars and restaurants in these areas. Work is also due to start on the Events Strategy.

- 3.1.42 Other successes during 2016/17 include the second stage of the 2016 Tour de Yorkshire, with 35 top teams and 223 world class riders participating and the race itself drawing 2 million roadside spectators. Leeds Town Hall was awarded a TripAdvisor 2016 Certificate of Excellence; which is only awarded to places which consistently earn great reviews from travellers.
- 3.1.43 Work continues to develop Leeds' bid for the 2023 European Capital of Culture. Plans to showcase, enhance and create a small selection of cultural events during the bidding phase have been agreed and some funding has been secured from Leeds City College and LC&Art. A number of events have already taken place during April and May 2017, and several more are already arranged for the coming months. There is confirmed funding support for the bid of £340k against the £500k target and once all the Event Partners and Backers Slots are finalised, this will total £470k. In addition, the aim is to attract at least 25 businesses at the £2k level with a target of achieving 50 businesses in total which would amount to a further £100k, and work is underway to attract potential supporting businesses.
- 3.1.44 In September, Leeds' first European Day of Languages' celebration was successfully held; the outcome and lessons learnt have been fed back to the European Advisory Group. Further work to strengthen the European dimension of the bid vision is underway; and the Leeds 2023 team has met with representatives from a number of Hungarian bidding cities to develop partnerships with Hungary which will be the other European Capital of Culture host nation in 2023.

3.2 Other Performance

3.2.1 Devolution

Leeds City Council continues to play a full and active part in the work of the city region and progress towards further devolution. A Full Council report on devolution and city region matters is received for each Full Council session and used as a basis for elected members to consider issues of importance for Leeds. Whilst there isn't currently an agreed timetable with central government for further devolution to Leeds, the West Yorkshire Combined Authority continue negotiations with Whitehall officials regarding the freedoms and flexibilities of a possible devolution deal that would build on those deals previously concluded, most recently in March 2015.

3.3 2017/18 Best Council Plan Performance

- 3.3.1 The attached Best Council Plan (BCP) Performance Summary for 2017/18 (Appendix 2) reflects the 2017/18 update to the BCP 2015-20. The Performance Summary shows the key performance indicators arising from the Best Council Plan which will be reported during 2017/18 together with other relevant performance indicators.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information, rather than a decision-making, report so demonstrating due regard is not necessary.

4.3 Council Policies and City Priorities

- 4.3.1 This report provides an update on progress in delivering the council objectives for the city in line with the council's performance management framework.

4.4 Resources and value for money

- 4.4.1 There are no specific resource implications from this report.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing Scrutiny with a summary of performance for the objectives within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

5.0 Conclusions

- 5.1 This report provides a summary of performance against the objectives for the council related to the Inclusive Growth, Culture and Sport Scrutiny Board.

6.0 Recommendations





- 6.1 Members are recommended to:

- Note the 2016/17 performance information and to consider if they wish to undertake further scrutiny work to support further improvement work in any of these areas.
- Note the new Best Council Plan Key and other Performance Indicators to be reported during 2017/18.

7.0 Background documents¹

- 7.1 Best Council Plan 2015 – 20

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.

Appendix 1: Best Council Plan (BCP) Performance Summary 2016/17						
No.	Ambitions	Outcomes We want everyone in Leeds to:	Priorities	Key Performance Indicators (KPI)	2016/17 Target	2016/17 Result & RAG
1	Leeds... A Strong Economy and a Compassionate City	Enjoy happy, healthy, active lives	Promoting physical activity	Annual BCP KPI: Percentage of adult population active for 30 mins once per week	Increase (2015/16 result = 36.5%)	38.9% active people 
2		Do well at all levels of learning and have the have the skills they need for life	Improving educational achievement and closing achievement gaps	Annual KPI: Average Progress 8 score (Key Stage 4)	Baseline Measure new measure	-0.06 (2015/16 academic year) Third Quartile
3				Annual KPI: Percentage of students achieving a good pass in English and in maths (Key Stage 4)	Baseline Measure not comparable with previous years indicator	59.8% of students (2015/16 academic year) Fourth Quartile
4				Annual BCP KPI: Percentage of young people NEET (not in education, employment or training) / not known	Baseline Measure new measure	6.7% of young people (Provisional result for 2016 (Nov to Jan average)) Awaiting national publication
5		Earn enough to support themselves and their families	Supporting economic growth and access to economic opportunities	Annual BCP KPI: Business rate growth (compared with 2012/13 baseline)	Growth (2015/16 result = 1.43% decrease)	0.93% growth 
6				Annual BCP KPI: Jobs growth	Increase (2015/16 result = 344,100 jobs)	363,000 jobs 
7		Enjoy greater access to green spaces, leisure and the arts	Hosting world class events in Leeds	Annual BCP KPI: Overall satisfaction with cultural provision in Leeds	Increase (2015/16 result = 73%)	75% satisfaction 
			Supporting a resilient, inclusive, cultural and creative sector			
			Enhancing the quality of our public realm and green spaces			

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**Appendix 2:
Best Council Plan (BCP) Performance Summary 2017/18**

No.	Ambition	Priorities	Outcomes - We want everyone in Leeds to:	Key Performance Indicators (KPI)	2017/18 Target/ Latest Result	Notes
1	Leeds... A Strong Economy and a Compassionate City	GOOD GROWTH Growing the economy, creating jobs, improving skills, promoting a vibrant city	Do well at all levels of learning and have the skills they need for life	Quarterly BCP KPI: More people supported to improve their skills	>=6,850 people	The target for 2017/18.
2				Annual BCP KPI: More Leeds' residents with at least a Level 4 qualification	>33.8% residents	The latest result i.e. 2016.
3				Annual KPI: Average Progress 8 score (Key Stage 4)	TBC	
4				Annual KPI: Percentage of students achieving a good pass in English and in Maths (Key Stage 4)	TBC	
5				Annual BCP KPI: Fewer young people not in education, employment or training (NEET) / not known	TBC	
6			Enjoy greater access to green spaces, leisure and the arts	Quarterly BCP KPI: Increased footfall as a result of major cultural events	TBC	This indicator is in development
7			Earn enough to support themselves and their families	Annual BCP KPI: Growth in jobs in the Leeds economy	>363,000 jobs	The latest result i.e. 2015. Private sector employment reported only, i.e. private sector employees and working proprietors.
8				Annual BCP KPI: Increased productivity	>£21,260m	The latest result i.e. 2015. Using the Total GVA (Income) for Leeds.
9				Annual BCP KPI: Growth in business rates	Baseline year	2017/18 will be a baseline year due to the NNDR revaluation applicable from 1st April 2017.
10				Annual BCP KPI: Increased number of business start-ups	>4,751 start-ups	The latest result i.e. 2016/17. These are within year start-ups.
11		HEALTH & WELLBEING Supporting healthy lifestyles, improving mental health and wellbeing, integrating health and social care	Enjoy happy, healthy, active lives	Annual BCP KPI: More adults are active	>62.9% of people	The latest result i.e. 2016 for the new Active Lives Survey which now replaces the Active People Survey.
12				Annual BCP KPI: Claimant rate for Employment Support Allowance	<31,760 claimants	The number of ESA claimants as at Aug 2016 i.e. 6.2% of the working age population

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Inclusive Growth, Culture and Sport)

Date: 28th 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

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 schedule.

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.
- 3.2 Included separately within this agenda (see item 8) is a summary of performance against the strategic objectives for the council relevant to the Inclusive Growth, Culture and Sport Scrutiny Board within the annual 2016/17 part of the Best Council Plan 2015-20. This information should also support the Board in identifying potential areas for further scrutiny.

Other sources of Scrutiny work

- 3.3 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.
- 3.4 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.

Traditional sources of Scrutiny work

- 3.5 A draft work schedule is attached (see appendix 3) which already includes the traditional items of Scrutiny work around performance management and Budget and Policy Framework Plans.

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.

- 4.1.2 The relevant Directors and Executive Board Members have therefore been invited to attend today's meeting to discuss the Best Council Plan objectives and service priorities over the next 12 months in relation to the 3 distinct areas of the Scrutiny Board's remit (Inclusive Growth; Culture; and Sport).

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 schedule.

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.

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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

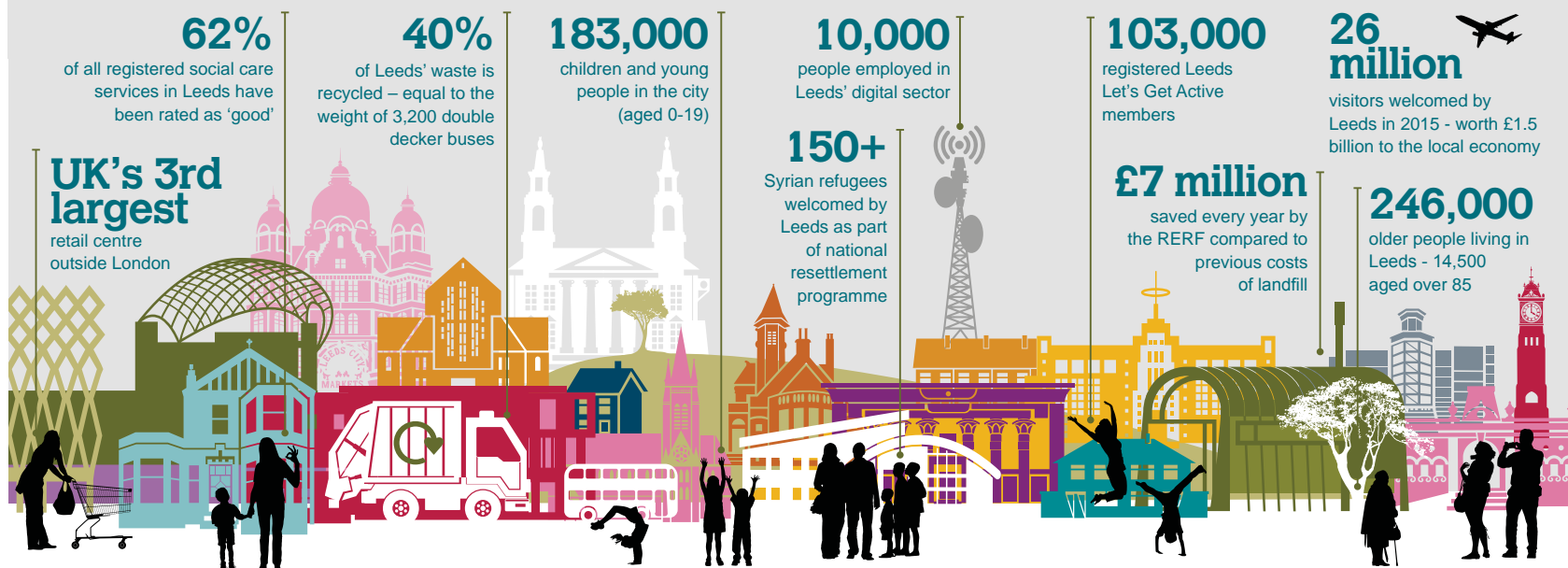
The following pages briefly explain for each of these priority areas what the issues are and some of the things we and our partners across all sectors are doing in response, with a specific emphasis on those actions that contribute to tackling poverty and inequalities. This provides an introduction to 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.



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 47

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

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

OUR VALUES

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

i 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

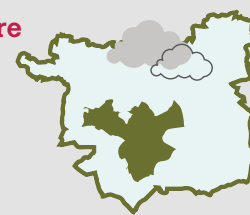
grants per year provided for 1,000 adaptations to private homes

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

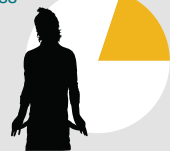
people to contribute to the economy to their full potential, we can boost economic productivity and competitiveness, reduce the costs of poverty to the economy and the taxpayer and improve outcomes for the people of Leeds. The public sector has a role in promoting trade and investment in the city, backing 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



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)

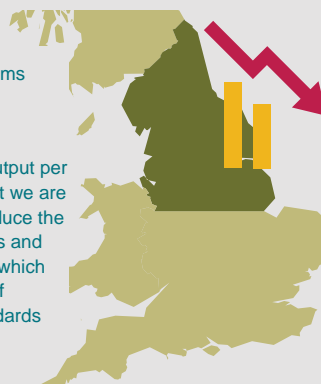


The North underperforms the rest of the UK by

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

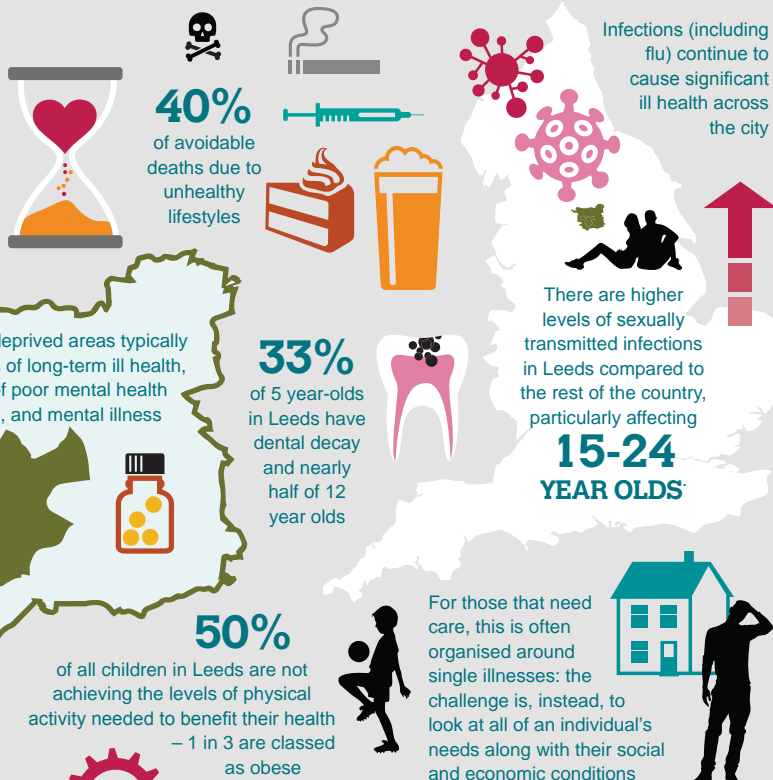
There are significant health and wellbeing inequalities across Leeds, with a gap in life expectancy between the most and least deprived areas of the city of

10.8 yrs

Page 50

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*.

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

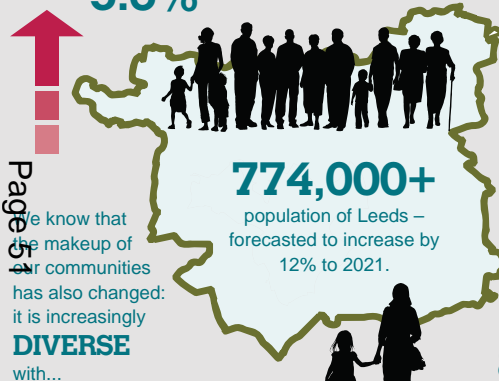
Tackling poverty and reducing inequalities

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%**



Hola
Cześć
नमस्ते
今日は
Привет

170
different languages spoken in the city

140
different ethnic groups



86,000
Leeds residents born outside the UK

more than half arrived in the last 10 years and nearly one third were aged 15 or younger

While the numbers of asylum seekers and refugees in Leeds are relatively low, **RACE HATE** and destitution can affect these people's lives

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; 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





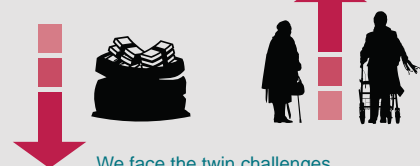
BETTER LIVES FOR PEOPLE WITH CARE AND SUPPORT NEEDS

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

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

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



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



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



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



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

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



ONLY 18.5%

of residents travel to work by public transport



32%

of Leeds households have no car

Source: 2011 census



The average house price is
7X HIGHER than the average single income (2015) with much of the private rented sector unaffordable to many low income households

24,000 APPLICANTS

on the social housing Leeds Home Register in 2016 in part due to poor quality, unsafe, unhealthy and costly private rentals

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 2014-28
- 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.

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.



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.

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

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

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.

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



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.

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



Working with all communities

– There's no wrong door into the council

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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 www.leeds.gov.uk

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Scrutiny Board (Inclusive Growth, Culture and Sport) Work Schedule for 2017/2018 Municipal Year

Appendix 3

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 28/06/17 @ 10.30 am		
Recommendation Tracking			
Budget & Policy Framework/pre-decision Scrutiny			
Performance Monitoring	Performance Update SB 28/07/17 @ 10.30 am		

Key: SB – Scrutiny Board (Inclusive Growth, Culture and Sport) Meeting

WG – Working Group Meeting

Scrutiny Board (Inclusive Growth, Culture and Sport) 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			
Budget & Policy Framework/pre-decision Scrutiny			
Performance Monitoring			

Scrutiny Board (Inclusive Growth, Culture and Sport) 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 17/01/18 @ 10.30 am 2018/19 Initial Budget Proposals SB 17/01/18 @ 10.30 am	
Performance Monitoring		Performance Update SB 17/01/18 @ 10.30 am	

Scrutiny Board (Inclusive Growth, Culture and Sport) 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		