

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 18th June, 2018 at 10.30 am

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

MEMBERSHIP

Councillors

G Almas	-	Beeston and Holbeck;
A Blackburn	-	Farnley and Wortley;
S Firth	-	Harewood;
J Goddard	-	Roundhay;
P Grahame (Chair)	-	Cross Gates and Whinmoor;
D Jenkins	-	Killingbeck and Seacroft;
J McKenna	-	Armley;
M Robinson	-	Harewood;
A Smart	-	Armley;
P Wray	-	Hunslet and Riverside;

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

Principal Scrutiny Adviser:
Angela Brogden
Tel: 37 8888661

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> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF 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>MINUTES - 22ND MARCH 2018</p> <p>To confirm as a correct record the minutes of the Scrutiny Board (Strategy and Resources) meeting held on 22nd March 2018.</p>	1 - 6
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting the Scrutiny Board's terms of reference.</p>	7 - 26
8			<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Governance and Scrutiny Support on the appointment of co-opted members to the Scrutiny Board (Strategy and Resources).</p>	27 - 30

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			SOURCES OF WORK FOR THE SCRUTINY BOARD To receive a report from the Head of Governance and Scrutiny Support on potential sources of work for the Scrutiny Board.	31 - 70
10			PERFORMANCE UPDATE To receive a report from the Director of Resources and Housing which provides a summary of performance information relevant to the Board's remit.	71 - 80
11			WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2018/19 municipal year.	81 - 86
12			DATE AND TIME OF NEXT MEETING Monday, 16 July 2018 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 <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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SCRUTINY BOARD (STRATEGY AND RESOURCES)

THURSDAY, 22ND MARCH, 2018

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, A Garthwaite,
R Grahame, J McKenna, D Nagle,
D Ragan, E Tunnicliffe and T Wilford

78 Late Items

There were no late items of business.

79 Declaration of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests made at the meeting.

80 Apologies for Absence and Notification of Substitutes

The following apologies for absence and notifications on substitutes were reported to the meeting:

- Apologies from Councillor A Sobel, with Councillor R Grahame attending as a substitute member.
- Apologies from Councillor A Smart, with Councillor D Ragan attending as a substitute member.
- Apologies from Councillor R Wood. No substitute member was in attendance.

Although not a member of the Scrutiny Board, apologies had also been received from Councillor James Lewis, Executive member for Strategy and Resources, who regularly attended and contributed to the Board's discussions across a range of topic areas.

81 Minutes - 22 February 2018

RESOLVED – The draft minutes of the meeting held on 22 February 2018 as presented, be agreed as an accurate record.

82 Expenditure on external residential placements in Children's Services

The Head of Governance and Scrutiny Support submitted a report that provided some background information in relation to Children's Services' commissioning of external residential placements for children in the authorities care; and the assurance work undertaken by Internal Audit regarding the associated processes and procedures.

Jason Brook, Senior Audit Manager (Internal Audit) was in attendance for this item.

The Board received a verbal update from the Senior Audit Manager, which included the following matters:

- A brief outline of Internal Audit's assurance work, which formed part of the Council's annual audit plan.
- The limited assurance previously identified by Internal Audit in relation to the 'call-off' of external residential placements for children in the authorities care.
- The limited progress identified through the initial follow-up work undertaken by Internal Audit.
- Details of Internal Audit's second follow-up, which identified significant improvement had been made which provided the necessary assurances.

Members of the Scrutiny Board considered and discussed the information detailed in the report and provided at the meeting; raising a number of matters, including:

- Some of the reasons why 'external placements' may be the appropriate solution.
- The Council maximising its spending power.
- A request for details associated with the different costs associated with residential placements for children.
- Ensuring the framework contract was 'fit for purpose' and delivered value for money. The Board was advised of a planned review of the current framework contract arrangements.
- The recruitment of 'in-house' foster carers.

RESOLVED –

- (a) That the details presented in the report and the further assurances provided at the meeting be noted.
- (b) That, on behalf of the Scrutiny Board, the Chair highlights the Board's comments regarding the proposed review of the current framework contract arrangements to the appropriate officer in Children's Services.

83 Equality Impact Priorities refresh

The Director of Communities and Environment submitted a report that provided a summary of performance information relating to Equality Improvement Priorities refresh.

Lelir Yeung, Head of Equality was in attendance for this item and confirmed the report should refer to 'Improvement Priorities' rather than 'Impact Priorities.

The Head of Equality briefly introduced the report, including an outline of the Equality Improvement Priorities, updated in November 2017. Other matters highlighted included:

- Poverty being recognised as a specific barrier as part of the Equality Improvement Priorities.
- The Equality Improvement Priorities complimented the priorities and ambition set out in the Best Council Plan.
- The review of Equality Improvement Priorities was due to be completed during April 2018, with the annual update and revised priorities likely to be reported to Executive Board in July 2018.

Members of the Scrutiny Board considered the report and the details highlighted at the meeting and raised a number of issues, including:

- The identified priority for women (i.e. Reduce the prevalence and impact of domestic violence and abuse) appeared limited; and did not reflect the current worldwide position in relation to sexual harassment.
- Concern that the 'access' issues for disabled people identified did not fully reflect the following matters:
 - People's desire to 'feel safe'.
 - Difficulties resulting from parking around schools.
 - Significant issues caused by poorly placed wheelie bins on pavements.
- Enforcement action where pavement access issues had been identified and reported.
- The benefit of including benchmarking data in order to demonstrate progress and comparative performance.

RESOLVED –

- (a) That the details presented in the report and outlined at the meeting be noted.
- (b) That specific service matters identified by the Scrutiny Board be highlighted with the appropriate service areas.

84 Council wide review of Workforce Development and Training

The Director of Resources and Housing submitted a report that sets out the scope of a review of Workforce Development and Training; with a view to presenting further updates as the review progresses

The following were in attendance to present the report and address any questions from members of the Scrutiny Board:

- Graham Sephton – Head of Human Resources
- Libby Megson – Human Resources Service Manager, Strategy and Housing

The Head of Human Resources introduced the report and highlighted the Council's £1.5M overall annual on development and training, with the overall purpose of the review to maximise the level of return on expenditure and value for money.

The Scrutiny Board considered the report and discussed the details presented at the meeting, highlighting a number of issues, including:

Draft minutes to be approved at the meeting
to be held on 18th June 2018

- Dedicated training for customer service staff within the Council's Contact Centre.
- The introduction of entry level customer services apprenticeships.
- Focusing on transferable skills across different staff groups.

Resolved – That the details presented in the report and outlined at the meeting be noted.

85 Civic Enterprise Leeds Performance Report

The Director of Resources and Housing submitted a report that provided a summary of performance information relating to Civic Enterprise Leeds covering the third quarter of 2017/18.

The following were in attendance to introduce the report and address any questions from the Scrutiny Board.

- Sarah Martin – Chief Officer, Civic Enterprise Leeds
- Mandy Smith – Head of Service (Catering Leeds)
- Julie Hatton – Head of Service (Passenger Transport)
- Mo Afzal – Principal Financial Manager (Resources & Housing)

The Chief Officer, Civic Enterprise Leeds (CEL) briefly introduced the report.

The Scrutiny Board considered the report and discussed a range of issues, including:

- The Holiday Hunger initiative.
- Concerns regarding the reduction in demand for weekday/ weekend meals for Adult Social Care service users.
- Positive impact of the changed menu choice at John Charles Sports Centre.
- The level of 'defibrillation training' among specific staff groups.
- The accurate recording and monitoring of Fire Safety audits / checks.

Resolved – That the details presented in the report and outlined at the meeting be noted.

86 Digital Information Service (DIS) Performance Report

The Director of Resources and Housing submitted a report that provided a summary of performance information relating to Digital Information Service and follow-up actions following the Board meeting in November 2017.

The following were in attendance to introduce the report and address any questions from the Scrutiny Board.

- Dylan Roberts – Chief Officer, Digital and Information Service
- Bev Fisher – Deputy Chief Officer, Digital and Information Service

The Chief Officer, Digital Information Service (DIS) briefly introduced the report.

Draft minutes to be approved at the meeting
to be held on 18th June 2018

The Scrutiny Board considered the report and discussed a range of issues, including:

- The performance of the service desk in terms of the time taken to answer telephone calls.
- The revised approach for recruiting service desk staff to ensure continuity of service.
- Councillor access to the case management system and the new General Data Protection Regulations due become a legal duty from May 2018.

Resolved – That the details presented in the report and outlined at the meeting be noted.

87 Business Rates Update

The Chief Officer, Financial Services submitted a report that presented a range of additional information in relation to the Scrutiny Board's inquiry into Business Rates.

The following were in attendance to introduce the report and address any questions from the Scrutiny Board.

- Richard Ellis – Head of Finance (Communities and Environment, Resources and Housing, Corporate Finance)
- Mark Amson – Business Rates Manager

The Head of Finance briefly introduced the report and highlighted some of the work undertaken to maximise the Business Rates collection rates and revenue for the Council, including:

- Balancing losses from successful business rate appeals
- Providing local intelligence in terms of business occupation and developments.

The Scrutiny Board considered the report and discussed a range of issues, including:

- The current level of outstanding business rate appeals.
- The current budget allocation for potential business rate appeal losses.
- Outstanding national 'test cases' which may have a significant impact on some locally lodged business rate appeals.
- The rate relief scheme for small businesses.

Resolved – That the details presented in the report and outlined at the meeting be noted.

88 Financial Health Monitoring - Month 10

The Head of Governance and Scrutiny Support submitted a report that introduced the Financial Health Monitoring 2017/18 – Month 10 report, considered by Executive Board at its meeting on 21 March 2018.

Richard Ellis (Head of Finance (Communities and Environment, Resources and Housing, Corporate Finance)) was in attendance and gave a brief outline of the report that presented a projected an overall balanced budget position. Within the overall balanced position, it was highlighted that the Children and Families Directorate projected an overspend of approximately £400, 000.

Resolved – That the details presented in the report and outlined at the meeting be noted.

89 Work Schedule

The Head of Governance and Scrutiny Support submitted a report that outlined the Scrutiny Board's work schedule for the current municipal year, 2017/18.

Resolved – That the report and details relating to the Scrutiny Board's work schedule be noted.

90 Date and Time of Next Meeting

It was noted that there were no plans for any further meetings during the current municipal year.

The Chair thanked all members for their contributions over the course of the year – with particular reference to Councillor S Bentley and Councillor T Wilford who both planned not to seek re-election in the forthcoming local election in May 2018.

The meeting closed at 12:50pm.

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 18th June 2018

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

1. This report presents the terms of reference for Scrutiny Board (Strategy and Resources) 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 Scrutiny Board (Strategy and Resources).

2.0 Background information

Scrutiny Board's terms of reference

- 2.1 Whilst the general Terms of Reference applied to all Scrutiny Boards is set out in Appendix 1, the variations in the Scrutiny Boards' remits, together with their special responsibilities, are captured within Article 6 of the constitution (see Appendix 2).
- 2.2 However, more detailed information has also been provided to show how each of the five individual Scrutiny Boards this year have been aligned to Officer Delegated Functions and Executive Portfolios (see Appendix 3).

3.0 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 These terms of reference were formally considered and approved by Council on 24th May 2018.

3.2 Equality and Diversity / Cohesion and Integration.

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

3.3 Council Policies and the Best Council Plan

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

3.4 Resources and Value for Money

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

3.5 Legal Implications, Access to Information and Call In

- 3.5.1 This report has no specific legal implications.

3.6 Risk Management

- 3.6.1 This report has no risk management implications.

4.0 Recommendation

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

5.0 Background documents¹

5.1 None

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

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Scrutiny Board

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

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

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

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

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

6.2 VISION FOR SCRUTINY

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

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

Within their Terms of Reference all Scrutiny Boards may:

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

Scrutiny

Within their terms of reference all Scrutiny Boards may:

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

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

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 an agreed time frame.***

Scrutiny Board	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
		Council Functions	Executive Functions
Strategy and Resources		Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment	Chief Executive (1-3) 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) Director of City Development (6, 9)
Infrastructure, Investment and Inclusive Growth	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	Director of City Development (a-w) Chief Planning Officer	Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3- 5, 7-8, 11) Chief Planning Officer (1-4) Director of Children and Families (2e)
Environment, Housing and Communities	Responsible authorities (defined by S5 Crime and Disorder Act 1998)	None	Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1 ¹⁰ , 2)
Children and Families		Director of Children and Families	Director of Children and Families (1, 2a-d & f, 3)
Adults, Health and Active Lifestyles	Relevant NHS bodies or health service providers including:- NHS England NHS Leeds Clinical Commissioning Group Local NHS Trusts and other NHS service providers Healthwatch Leeds	None	Director of Adults and Health (1 - 8) Director of Public Health (1-6) Director of City Development (10)

¹⁰ Relating to provision of frontline services only

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

- To review and scrutinise the exercise by risk management authorities¹¹ of flood risk management functions¹² which may affect the Leeds City Council area¹³.

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 committee¹⁴, including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹⁵ by responsible authorities¹⁶; and
 - b) To review or scrutinise any local crime or disorder matter¹⁷ raised by a Member.

3 – Health

The Scrutiny Board (Adults, Health and Active Lifestyles) 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.¹⁸

¹¹ As defined by Section 6 Flood and Water Management Act 2010

¹² As defined by Section 4 Flood and Water Management Act 2010

¹³ In accordance with Section 9FH Local Government Act 2000

¹⁴ In accordance with Section 19 Police and Justice Act 2006

¹⁵ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁶ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁷ 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.

¹⁸ such nominations to reflect the political balance of the Board.

Matters which fall within the terms of reference of this Scrutiny Board 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.

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Scrutiny Board (Strategy & Resources)	
Officer Executive Delegations	Executive Portfolio(s)
Chief Executive 1) Functions in relation to elections; and 2) Civic and ceremonial functions of the Council. 3) Devolution and local freedoms.	Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake
Director of Resources and Housing 1) Setting, supporting and monitoring the council's financial strategy; 5) International relations 2) Managing effective financial management and controls; 3) Setting, supporting and monitoring the council's policies and procedures 4) Corporate communications services; 6) The council's corporate planning and policy development services, including coordination of the Best Council Plan. 7) The council's city-wide resilience and emergency planning functions. 8) Civic Enterprise Leeds services; 9) Community Infrastructure Levy spending relating to Strategic Fund;	Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
Director of City Development 6) International and Domestic inward economic investment; 9) Culture	Leader of Council and Executive Member for Economy and Culture - Cllr Judith Blake
Director of Communities and Environment 2) Equalities. 15) Registrars functions; 16) Licensing functions; 17) Local Land Charges functions; and 19) Council tax processing and billing arrangements.	Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
Chief Officer (Financial Services) 1) Ensuring effective financial management and controls (has responsibility for these arrangements as Section 151 Officer)	Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis
City Solicitor 1) Legal Services; 2) Democratic Services including support to elected members in their responsibilities; and 3) Supporting the corporate governance of the council.	Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis

Scrutiny Board (Environment, Housing & Communities)	
Officer Executive Delegations	Executive Portfolio(s)
Director of Resources and Housing 10) Sustainable energy and carbon reduction 11) Landlord Functions (funded by the Housing Revenue Account); and 12) Housing Functions (funded by the General Fund).	Deputy Leader and Executive Member for Resources and Sustainability - Cllr James Lewis Deputy Leader and Executive Member for Communities - Cllr Debra Coupar
Director of Communities and Environment 1) Integrated locality working and its associated citywide support and delivery functions; 3) The council's corporate customer services functions; 4) Library and information service. 5) Community Safety; and 18) Welfare and benefits services. 6) Public Health Protection and Control of Statutory Nuisance; 7) Environmental Health and Consumer Protection; 8) Environmental Management; 10) Waste; 11) Cemeteries, crematoria, burial grounds and mortuaries; 12) Parks and countryside; 13) Countryside management; and 14) Ecological Sustainability.	Deputy Leader and Executive Member for Communities - Cllr Debra Coupar Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique
Director of City Development 1) Asset Management so far as it relates to the use of land and buildings for the provision of front line services; and 2) Functions relating to the Council's register of Assets of Community Value.	Deputy Leader and Executive Member for Communities - Cllr Debra Coupar

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Scrutiny Board (Adults, Health & Active Lifestyles)	
Officer Executive Delegations	Executive Portfolio(s)
Director of Adults and Health 1) Promotion of well-being; 2) Information, advice and advocacy; 3) Prevention and Recovery; 4) Safeguarding; 5) Assessment and eligibility; 6) Diverse and High Quality Services; 7) Charging and financial assessments; and 8) Public Health.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of Public Health 1) Health improvement functions; 2) Health protection functions; 3) Functions relating to the commissioning of public health services; 4) Provision of statutory and mandated functions; 5) Functions of Responsible Authority; and 6) Publication of the annual report on the health of the local population.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of City Development 10) Sport and Active Leeds including:- a) Leisure centres and community sports facilities; and b) Active lifestyles and development programmes.	Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique

Scrutiny Board (Children & Families)	
Officer Executive Delegations	Executive Portfolio(s)
<p>Director of Children and Families</p> <p>1) Safeguarding, Specialist and Targeted Services including:-</p> <ul style="list-style-type: none"> a) Preventative Services; b) Safeguarding and Child Protection; c) Assessment and Care Management; d) Complex Needs; e) Residential and Respite Care; f) Support For Carers; and g) Youth Offending Services. <p>3) Child Poverty</p>	<p>Executive Member for Children and Families Cllr Lisa Mulherin</p>
<p>2) Learning, Skills and Universal Services including:-</p> <ul style="list-style-type: none"> a) Early Years Provision; b) Access to education; c) Special Educational Needs; d) Promotion of educational excellence; and f) Development of active citizens. 	<p>Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor</p>

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 18th June 2018

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 The guidance surrounding co-opted members was previously discussed by the Scrutiny Chairs when 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 Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 18th June 2018

Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

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

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

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

Recommendations

4. Members are requested to consider the information and guidance provided within this report when determining priority areas of Scrutiny work for the forthcoming municipal year.

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. Scrutiny is also a valuable sounding board for new policy initiatives and therefore such pre-decision work continues to be encouraged.

3.0 Main issues

Key sources of information

➤ Best Council Plan

- 3.1 The Best Council Plan is a significant source of information in terms of highlighting the Council's key areas of priority over the coming months and years.

- 3.2 A refresh of the Best Council Plan was agreed by Council in February 2018 to reflect the significant changes to the context in which the council is working. The resulting 'Best Council Plan – Summary' is therefore attached for Members information (see Appendix 2).

➤ Performance Data

- 3.3 Performance monitoring remains a key element of the Scrutiny Boards' work and is also a valuable source of information to help identify potential areas that may warrant further scrutiny. The most recent performance data is therefore included as a separate agenda item for today's meeting (Agenda Item 10). This provides the Board with a summary of performance against the strategic priorities that are relevant to the Board's remit.

- 3.4 Last year, the Strategy and Resources Scrutiny Board also decided to receive regular performance update reports throughout the municipal year in order to 'drill down' into service area performance. As part of Agenda Item 10, the Board will be requested to consider whether or not it wishes to adopt that approach again this year.

➤ Financial Information

- 3.5 All Scrutiny Boards are consulted annually on the Council's initial budget proposals in accordance with the Council's Budget and Policy Framework. This is undertaken in conjunction with a review of the in-year financial health of the authority.

- 3.6 The 2018/19 budget proposals were agreed by Full Council on 21st February 2018. The Scrutiny Board may wish to consider progress against the delivery of these and therefore a summary of the budget proposals relevant to the remit of the Strategy and Resources Scrutiny Board is provided in Appendix 3.

- 3.7 Maintaining an overview of the Council's financial health is also a key element of the Scrutiny Board's work and therefore the Board may wish to receive further financial health updates during the municipal year.

Areas of Scrutiny work identified last year that now fall within the remit of the Strategy and Resources Scrutiny Board.

- 3.8 Last year, the former Inclusive Growth, Culture and Sport Scrutiny Board agreed to consider and monitor progress with the city's European Capital of Culture 2023 Bid as well as monitoring the development of a delivery plan linked to the city's new Culture Strategy 2017-2030, which was formally adopted in July 2017.
- 3.9 In March 2018, the Board produced a Statement setting out its observations and conclusions ([Link to Statement](#)). Within this, the Board acknowledges that there is still a significant amount of work yet to be undertaken over the coming months and years in terms of achieving the ambitions of the Culture Strategy and therefore strongly advises on-going Scrutiny involvement in this area of work by successor Scrutiny Boards.
- 3.10 As this area of work now falls within the remit of the Strategy and Resources Scrutiny Board, the Board is asked to consider whether or not to include this within its work programme for this municipal year.

Other sources of Scrutiny work

- 3.11 Other common sources of work include requests for scrutiny, Call In requests 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.

Methods of working

- 3.12 This year, each Scrutiny Board has six formal meetings scheduled throughout the municipal year. These meetings are generally held within the Civic Hall and are open to the public.
- 3.13 Whilst the decision to hold any additional formal meetings is left to the discretion of each Board, historically Scrutiny Boards have also adopted other methods of evidence gathering outside of the formal meeting settings, such as site visits and working group meetings.
- 3.14 Working groups comprise of a number of Members from a particular Scrutiny Board who may be appointed to carry out specific tasks on behalf of the Board. Suitable tasks for a working group may involve Members meeting on their own (for example for the purposes of developing reports and recommendations in connection with an ongoing Inquiry or terms of reference for a future Inquiry). Alternatively they may entail activities which cannot realistically be undertaken within the confines of a formally convened Scrutiny Board meeting.
- 3.15 In all cases, the primary purpose of a working group is to obtain and/or develop information and to report back to a formally convened meeting of the Scrutiny Board.

A working group cannot discharge the primary purpose of a Scrutiny Board i.e. it cannot undertake Inquiries independently from its parent Scrutiny Board, conduct Inquiries, issue reports/recommendations (other than to its parent Scrutiny Board) or in any way present itself to a third party as representing the views of the parent Scrutiny Board.

- 3.16 However, as set out within the Vision for Scrutiny, the Board must also remain mindful of the resource implications associated with the use of site visits and working group meetings when determining its work programme.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and the Best Council Plan

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

6.1 Members are requested to consider the information and guidance provided within this report when determining priority areas of Scrutiny work for the forthcoming municipal year.

7.0 Background papers²

7.1 None

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

Vision for Scrutiny at Leeds

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

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

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

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

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

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

- ***Seek the advice 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 an agreed time frame.***

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BEST COUNCIL PLAN 2018/19 – 2020/21

Tackling poverty and reducing inequalities

– with the city's Inclusive Growth and Health & Wellbeing Strategies as key drivers



BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty and reducing inequalities

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

About Leeds

Leeds is a growing city with a population estimated at



781,700

(ONS 2016),
an increase of around **50,000** in the last decade.

However, it is the shift in the make-up of our population at local levels, that is most striking.

There have been rapid demographic changes during this time, particularly in some of our most deprived communities which are the **FASTEST GROWING** and with the youngest age profile.



This population increase reflects the success of the Leeds economy, both within the city and in neighbouring localities. Leeds has seen the fastest private sector jobs growth of any UK city in recent years and has the largest concentration of financial and professional services and digital jobs in any city in the UK outside London. We also have one of the highest rates of business start-ups and scale-ups in the country. Leeds is a major hub for health innovation, data analytics, innovative manufacturing and knowledge-intensive jobs: for example, the University of Leeds spins out more listed companies than any other UK university, and the city experiences a “brain gain” with more undergraduates and graduates moving into the city than leaving. Leeds is now a top five UK tourism destination, attracting over 26 million visitors a year, and was ranked fifth by the Lonely Planet in its list of the best places to visit in Europe in 2017, with the city’s urban regeneration efforts and flourishing cultural scene highlighted.

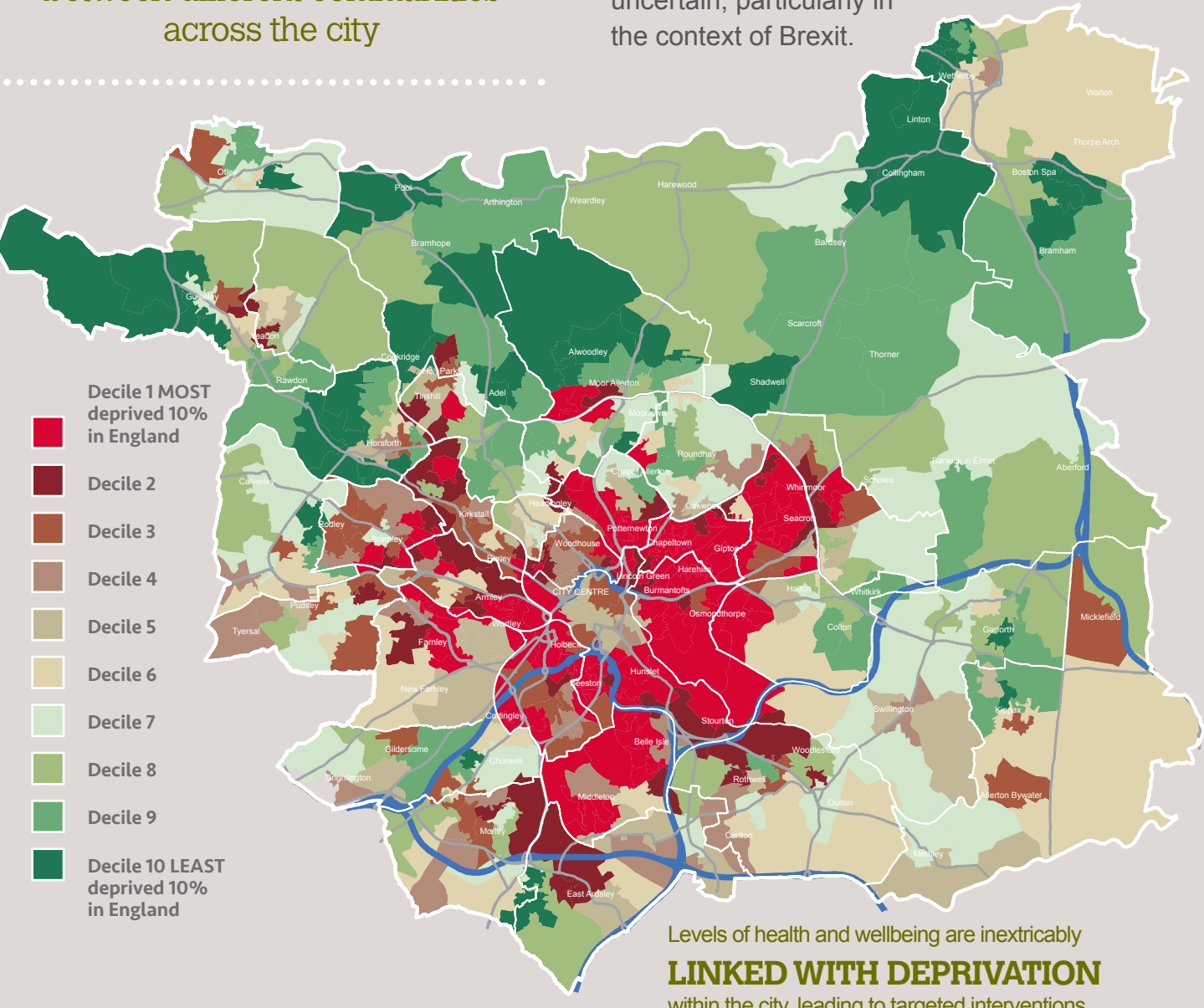


However not everyone is benefiting fully from this economic success. There remain significant issues of poverty and deprivation in the city. Low pay is an increasing problem, with people caught in a trap of low pay and low skills, with limited opportunities for career progression. Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping young

people with the learning, attributes and awareness of opportunities they will need to succeed in work. In addition, there is evidence that some mental health problems are becoming more prevalent, particularly amongst older people. Depression in particular is also more common in people with a physical illness, including those living with long-term conditions.

Even so, targeted interventions have meant that some inequalities are reducing more quickly in our most deprived areas.

Local mapping highlights these issues and emphasises the different rates of progress between different communities across the city



Looking forward, overall the prospects for economic growth in Leeds remain robust, supported by the city’s skilled workforce, the growth and innovation of its firms and universities, and the progress being made with infrastructure. However, we will only fulfil this potential for growth if we sustain the progress we are making, and by taking action on areas where we could perform better. This includes tackling poverty, improving health and wellbeing, supporting greater resilience across the city, boosting housing growth and regeneration, continuing to define and express our culture, increasing productivity, attracting and retaining a skilled workforce, and enhancing transport and infrastructure. We must also be prepared for any downturn in the national economy where the outlook is uncertain, particularly in the context of Brexit.

Best City

The Best Council Plan 2018/19 – 2020/21 maintains our long-term ‘Best City’ strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the range of council and partnership strategies in place and in development, this Best Council Plan update sets out seven interconnected priority areas of work that flow from our two main cross-cutting strategies: *Inclusive Growth* and *Health and Wellbeing*.

- Inclusive growth
- Health and wellbeing
- Child-friendly city
- Safe, strong communities
- Housing
- 21st-century infrastructure
- Culture

Although they are presented as seven priorities, everyone reading this plan – or carrying it out – should see at once how interlinked and mutually supportive these priorities are. Taken together, a focus on these priorities will deliver better outcomes for everyone in Leeds.

The following pages briefly explain why and how the city will focus on these priorities and set out the key performance indicators we use to track progress. We have also signposted the most significant ‘Best City’ strategies and action plans to read for more detail on both the issues and the collaborative and innovative work that we and our partners are doing in response – and in which the whole city is invited to play its part.

Best Council

In 2016 Leeds won the Municipal Journal’s prestigious ‘Local Authority of the Year’ award. The judges commended our “consistent and dynamic leadership” and “clear improvement vision” and noted that winning this category highlights a local authority’s success not just in one project or department but right across the organisation.

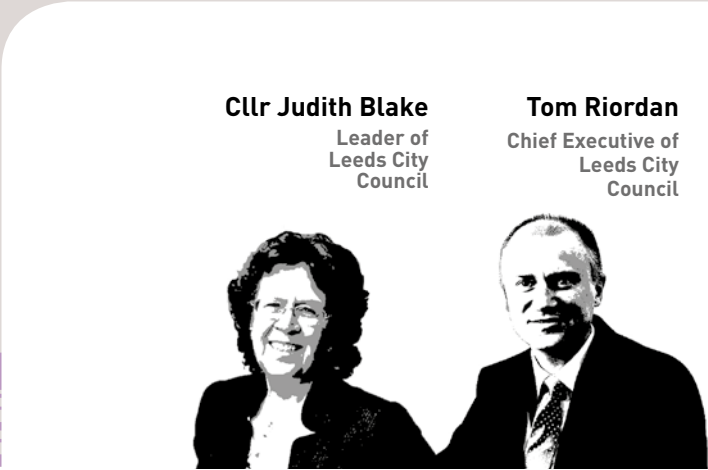
In the same year, we won the Local Government Chronicle’s Children’s Services award with judges praising our “genuinely ambitious programme reaching out to all children and young people across the city through concerted interagency drive and an obvious clarity of leadership”.

We are justifiably proud of these accolades but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role in helping address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. This role is strengthened by our track record of delivering highly visible day-to-day services for the city and our continuing efforts to be a more efficient and enterprising organisation with our values at the core of what we do and how we work. Our programme of organisational cultural change alongside delivery of our medium-term financial strategy remain central to this ‘Best Council’ ambition.

The vision, ambitions and priorities set out here would not be achievable without close partnership working and our skilled and dedicated councillors and staff: the elected members who serve the city, our partners and everyone who works for the council plays a vital role in delivering the Best Council Plan. We thank you all.

CONTENTS

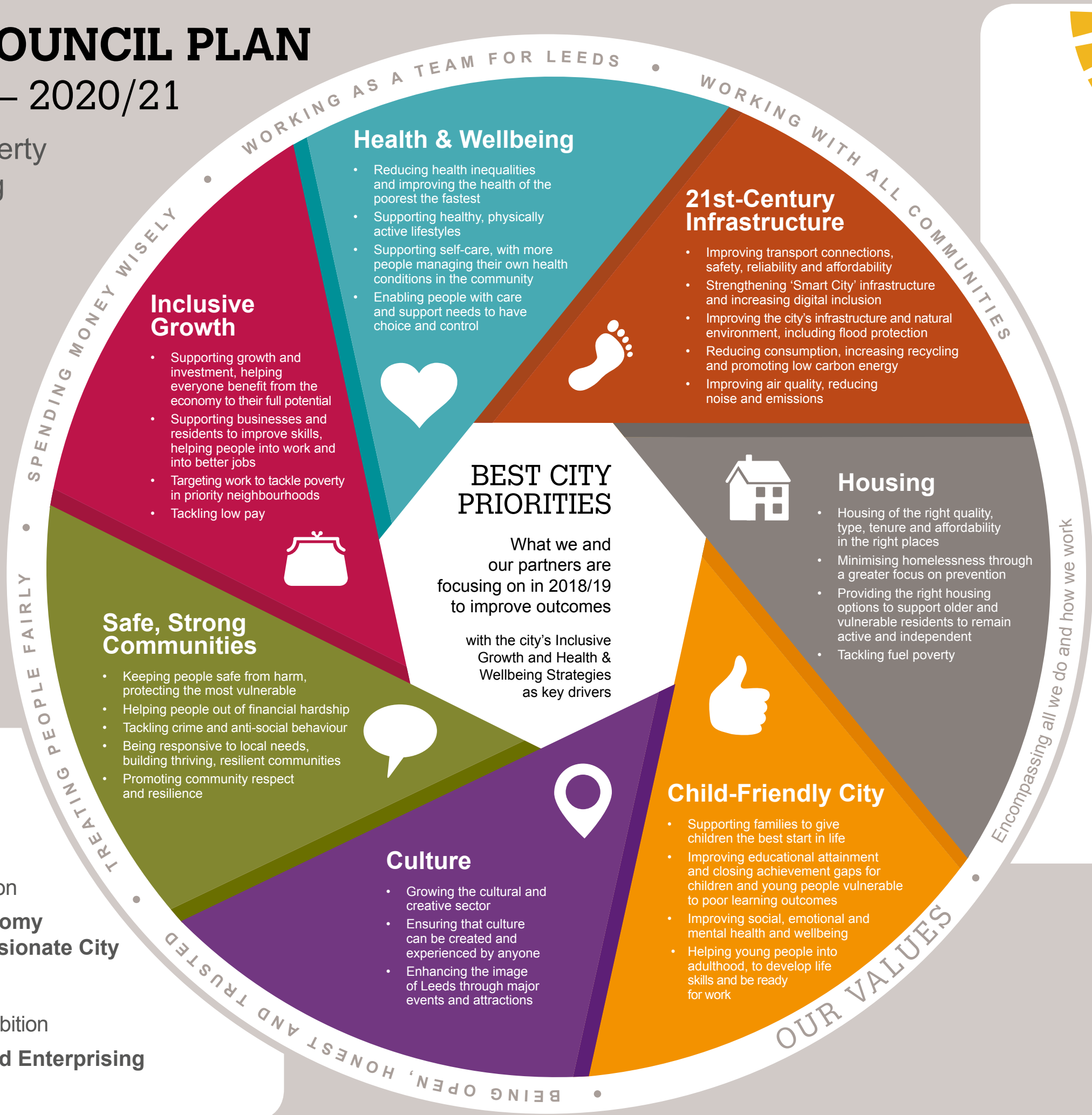
FOREWORD	2
THE BEST COUNCIL PLAN ON A PAGE	6
BEST CITY PRIORITIES:	
INCLUSIVE GROWTH	8
HEALTH & WELLBEING	10
CHILD-FRIENDLY CITY	12
SAFE, STRONG COMMUNITIES	14
HOUSING	16
21ST-CENTURY INFRASTRUCTURE	18
CULTURE	20
BEST COUNCIL	22



BEST COUNCIL PLAN

2018/19 – 2020/21

Tackling poverty
and reducing
inequalities



OUTCOMES

We want everyone in Leeds to...

- Be safe and feel safe
- Enjoy happy, healthy, active lives
- Live in good quality, affordable homes in 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



Leeds
Best City Ambition

**A Strong Economy
and a Compassionate City**

Leeds
Best Council Ambition

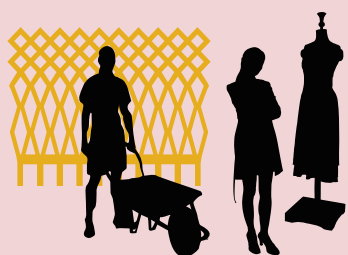
**An Efficient and Enterprising
Organisation**



INCLUSIVE GROWTH

- Supporting growth and investment, helping everyone benefit from the economy to their full potential
- Supporting businesses and residents to improve skills, helping people into work and into better jobs
- Targeting work to tackle poverty in priority neighbourhoods
- Tackling low pay

To ensure a strong economy in the longer term, Leeds needs to continue to support and attract good-quality jobs and investment. Our diverse economy has helped us to recover from the economic downturn better than many of our neighbours, and we continue to be a good place to invest and do business, with a strong performance in new business creation and expansion.



**30,000
MORE JOBS**

in Leeds and an extra 6,000 businesses now than in 2009



1 million sqft

of city centre office space taken up in 2017, more than double 2016

However our ambition is for a compassionate city as well as a strong economy. Therefore we are pursuing inclusive growth, to enable all people and places to realise their full potential in contributing to and benefiting from economic growth.



**75.2%
EMPLOYMENT RATE**

higher than GB rate and other Core Cities
(Source: Annual Population Survey, year to September 2017)



More detail on the issues, planned activity and work in progress:

- Leeds Inclusive Growth Strategy
- Leeds Talent and Skills Plan
- Leeds City Region Strategic Economic Plan



19,300

people aged 16+

UNEMPLOYED

2nd highest number across the country's 14 major cities

(Source: ONS Experimental Statistics, October 2016 to September 2017)

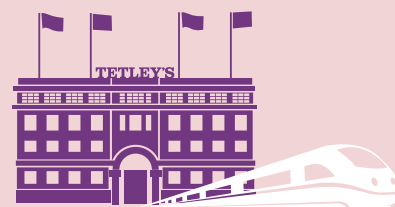
The people of Leeds will be at the heart of everything we do, from equipping our young people with the right skills and careers advice, to enabling in-work progression, retraining and lifelong learning in our ever-changing labour market. As the UK navigates its way through Brexit, we will continue to offer support to our firms and our communities, but also further strengthen the city's international profile and its attractiveness as a location for investment.

Leeds is, and always will be, open for business and talent.



25 million

day visitors to Leeds in 2016, worth £1.12 billion to the local economy



MAJOR REGENERATION
and infrastructure projects include HS2, South Bank and the Enterprise Zone

Education and skills are essential parts of our economic prosperity.

Education and skills are of economic value to individuals as workers, to the businesses that employ them and to the wider economy through greater productivity and competitiveness. There are also considerable social benefits to individuals and communities which foster more equitable communities, in turn supporting economic growth.



Educational attainment at early years, Key Stage 2 and Key Stage 4

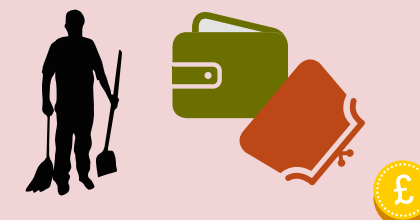
BELOW

national average (2016/17 academic year)

Education and skills are key factors in routes out of poverty and worklessness.

The economic and social impact can be maximised by investing in the right skills: these are the skills which achieve business success and create opportunities for individuals. A continuing challenge is clearly identifying future skills requirements of the economy, but also ensuring more equitable access to education and skills for individuals. Our focus

has three main elements: continuing to improve educational attainment across the city whilst closing the achievement gap for disadvantaged learners – one focus of our Leeds Children and Young People's Plan; encouraging greater collaboration between schools and businesses; and supporting businesses and individuals in improving skills to boost competitiveness and aid career progression.



28,000+

Leeds residents in full-time work earned less than the 2017

REAL LIVING WAGE

(Estimate based on Annual Survey of Hours and Earnings – ASHE – 2017 data set)

As part of our Inclusive Growth Strategy, we have secured firm commitments from businesses and other stakeholders to offer support for our city.

Some major institutions have already set out what they will do more of or do differently, and these commitments are key elements of our approach. The Strategy identifies twelve big ideas to shape our city by boosting our long term productivity, competitiveness and social inclusion. There is a lot of good work already taking place in Leeds but there remains an opportunity for this to have renewed focus, a clearer strategic context and stronger commitment from businesses and others in the city.



KPIs

How we will measure progress and achievements

- Jobs change in the Leeds economy (with additional quarterly proxy measures on employment rate and economic activity and inactivity)
- Productivity forecast – GVA per head
- Number of new business start-ups and scale-ups
- Business rates growth
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Leeds as a destination for higher education leavers
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Claimant rate for Employment and Support Allowance
- Number of adults of working age affected by in-work poverty
- In development: an indicator on inward investment



Leeds economy forecast to

OUTPERFORM

the national economy over the next 20 years, increasing its output by an extra £9bn annually – growth of almost

50%

– and creating an extra 68,000 jobs.

(Source: Regional GVA, ONS (2016); Volterra forecast)



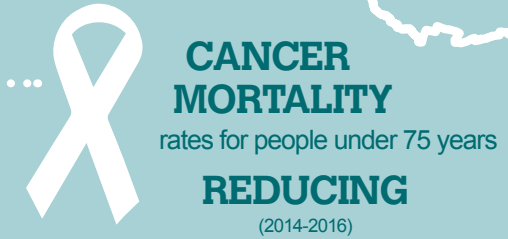
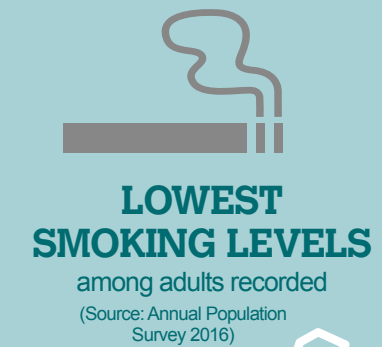
HEALTH AND WELLBEING

- Reducing health inequalities and improving the health of the poorest the fastest
- Supporting healthy, physically active lifestyles
- Supporting self-care, with more people managing their own health conditions in the community
- Enabling people with care and support needs to have choice and control

So many factors contribute to our health and wellbeing, meaning our challenge is to reflect the breadth of the agenda whilst being specific about the areas we need to focus on to make the biggest difference. In Leeds we believe that our greatest strength and our most important asset is our people.

Health and wellbeing start with people:

our connections with family, friends and colleagues; the behaviour, care and compassion we show one another; the environment we create to live in together.



Our ambition is for Leeds to be the best city for health and wellbeing, underpinned by a strong commitment to partnership working across health and care services to get behind the shared vision set out in the Health and Wellbeing Strategy:

More detail on the issues, planned activity and work in progress:

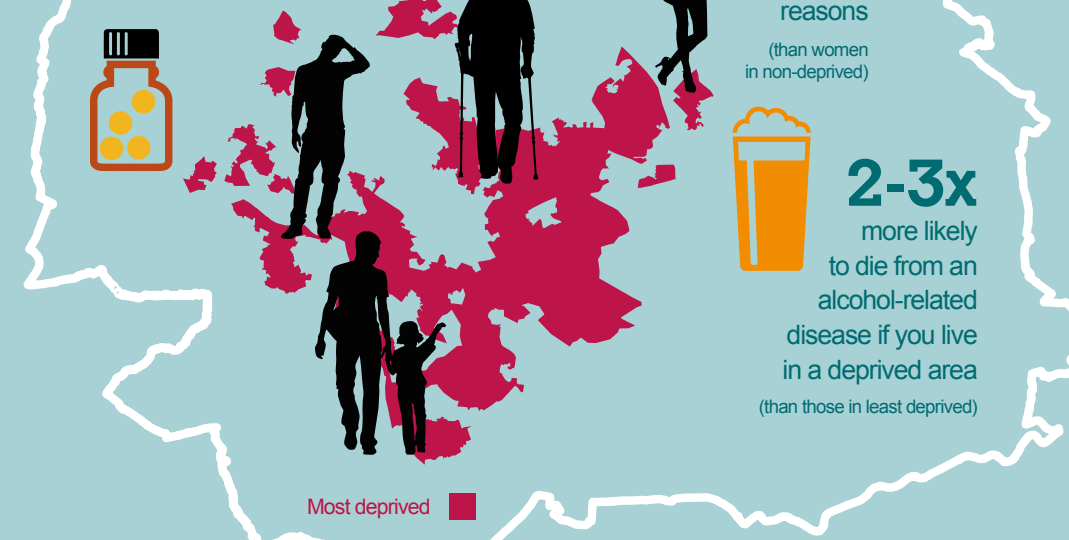
- Leeds Health and Wellbeing Strategy
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Leeds Health and Care Plan
- West Yorkshire and Harrogate Sustainability and Transformation Plan



Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

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+ years**

People living in deprived areas typically have **MORE YEARS OF LONG-TERM ILL HEALTH** and higher levels of poor mental health and wellbeing.



We believe we are well placed to respond. We are working with communities and partners, delivering asset-based community development approaches, to improve local support for people with care and support needs.



Proportion of people over 65 **SUPPORTED TO LIVE AT HOME** increased from 52.6% (2015/16) to **53.9%** (2016/17)

The council supported **5,935 CARERS** (2016/17) 96% of carers receiving services receive self-directed support.

Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue 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.

The Leeds Health and Care Plan is key in taking this forward:

with its focus on protecting the vulnerable and reducing inequalities; improving quality and consistency; and building a sustainable system against the backdrop of reducing resources.



1 in 5 children say they often feel **STRESSED OR ANXIOUS**
(Source: Leeds My Health, My School Survey 2016/17)

TEENAGE PREGNANCY rates continue to fall in Leeds but still above England average (2015)

INFANT MORTALITY RATE RISING having fallen to its lowest ever level (2014-16)



KPIs

How we will measure progress and achievements

- Infant mortality rates
- Children who are a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rates
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Reduced rate of early death for people with a serious mental health illness
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life
- In development: an indicator on social isolation and loneliness



139 people died from drug misuse in Leeds. 75% of the deaths were in men (2014-16)

In addition, the network of national health leadership and research organisations in the city, along with our city's relatively strong economy and exceptional universities, create a unique health and care infrastructure.



CHILD-FRIENDLY CITY

- Supporting families to give children the best start in life
- Improving educational attainment and closing achievement gaps for children and young people vulnerable to poor learning outcomes
- Improving social, emotional and mental health and wellbeing
- Helping young people into adulthood, to develop life skills and be ready for work



Research tells us that **EDUCATION IS THE KEY** to building resilient adults and improving adult outcomes.

However, the educational progress and achievement of children and young people who could be classed as

DISADVANTAGED OR VULNERABLE LEARNERS is below national levels.



Realising this aspiration will require progress across all the Best Council Plan priorities, with renewed action to integrate initiatives across policy areas, for example: through the Health and Wellbeing Strategy we will promote healthy, physically active lifestyles for our young people; our pursuit of safe, strong communities will endeavour to keep young people safe from harm, protecting the most vulnerable; our approach to transport will aim to address the specific requirements of young people; and, improving the skills and education of our young people as they enter the world of work is central to our approach to inclusive growth.

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.

We aim to improve outcomes for all our children:

while recognising the need for outcomes to improve faster for children from disadvantaged and vulnerable backgrounds.

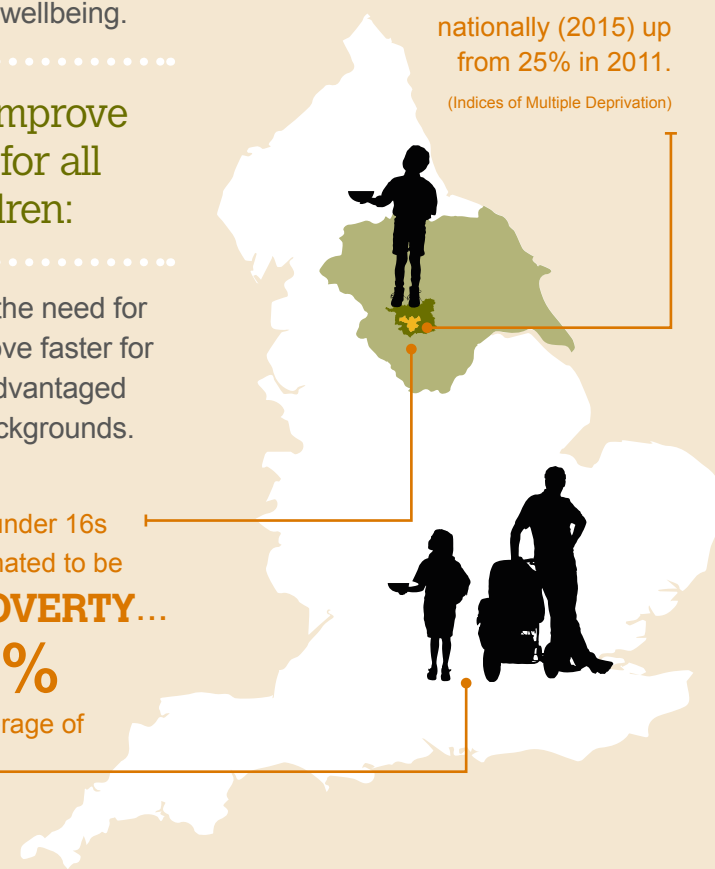
25,710 under 16s across the city estimated to be **LIVING IN POVERTY...** ...that is **17.3%** compared to an average of **16.3%** in England (November 2017)

31% of key stage 2 children live in the



10% MOST DEPRIVED AREAS

nationally (2015) up from 25% in 2011. (Indices of Multiple Deprivation)



More detail on the issues, planned activity and work in progress:

- Leeds Children and Young People's Plan

The Leeds Children and Young People's Plan explains our child-friendly approach.

The Plan sets out eleven priority areas of work:

1. Help children and parents to live in safe and supportive families
2. Ensure that the most vulnerable are protected



1,255 CHILDREN LOOKED AFTER (March 2017) down from 1,450 (March 2011) a **13.4%** reduction compared to a rise of **11%** nationally.

3. Support families to give children the best start in life
4. Increase the number of children and young people participating and engaging in learning
5. Improve achievement and attainment for all



65% of pupils achieved a **GOOD LEVEL** of development, up from **51%** in 2013 but below national average of **71%** (2016/17 academic year)



56% of pupils achieved **EXPECTED STANDARD** in reading, writing and maths, up **8%** points from the year before but **5** points below national. (2016/17 academic year)



39.3% of pupils achieved a **STRONG PASS** (grade 9 to 5) in English and Maths, **3.6%** points below national. But Progress 8 score 0.07 compared to national score of -0.03, ranking Leeds 37 of 151 local authorities. (2016/17 academic year)

6. Improve at a faster rate educational outcomes for vulnerable children and young people
7. Improve social, emotional, and mental health and wellbeing
8. Encourage physical activity and healthy eating



33.7% of children aged 10-11 classified as **OVERWEIGHT OR OBESE** compared to **34.2%** nationally (2016/17)

9. Support young people to make good choices and minimise risk-taking behaviours
10. Help young people into adulthood, to develop life skills, and be ready for work



KPIs

How we will measure progress and achievements

- Number of children looked after
- Number of children and young people subject to a child protection plan
- Attendance at primary and secondary schools
- Percentage of pupils reaching the expected standard in reading, writing and maths at the end of Key Stage 2 (end of year 6)
- Progress 8 score for Leeds at the end of Key Stage 4 (end of year 11)
- Percentage and number of young people who are not in employment, education or training or whose status is 'not known'



6%

of 16 and 17 year olds (870 young people)

NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)

or whose activity is not known (**2.9%** NEET, **3.1%** not known), in line with national.

(DfE 2016 local authority NEET figures)

11. Improve access to affordable, safe, and reliable connected transport for young people

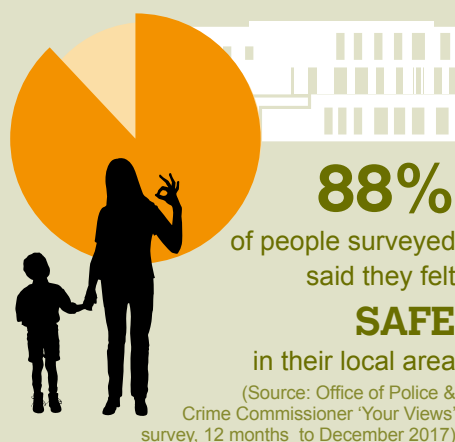


SAFE, STRONG COMMUNITIES

- Keeping people safe from harm, protecting the most vulnerable
- Helping people out of financial hardship
- Tackling crime and anti-social behaviour
- Being responsive to local needs, building thriving, resilient communities
- Promoting community respect and resilience

Leeds is a growing and richly diverse city, 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 diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel 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 thriving, more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.



Central to our ambition is a new place-based, integrated approach to service delivery, combined with a renewed focus on tackling poverty and reducing inequality in some of our poorest neighbourhoods.

More detail on the issues, planned activity and work in progress:

- Safer Leeds Plan
- Leeds Children and Young People's Plan
- Leeds Better Lives Strategy
- Citizens@Leeds – Supporting communities and tackling poverty
- Leeds City Council Equality Improvement Priorities



66%
felt confident their Community Safer Partnership (Safer Leeds) **'KEPT PEOPLE SAFE'**

(Source: Office of Police & Crime Commissioner 'Your Views' survey, 12 months to December 2017)

We are bringing people together to make a difference and help them to do more for themselves and others so that their communities can thrive, making sure that:

- Residents, communities, businesses and organisations are equal partners;
- Local people are engaged to achieve things that we cannot achieve alone and we add value to their activities;
- The city's strategic priorities are aligned to local communities to deliver joint action;
- Tools and support are provided so local people can take action and we share information, skills and resources.

This approach expands on the work of Community Committees by outlining a more joined-up service offer in a number of priority wards in the inner areas and priority

Each year, Community Committees are allocated wellbeing and youth activity funding.

Value of wellbeing projects approved and funded



£1.7m

attracting match funding of **£900k**

This supported

469 PROJECTS

social housing estates in the outer areas,

and importantly those neighbourhoods who fall into the 1% most deprived nationally.

We will work seamlessly with partners from all sectors to meet the needs and demands of communities, regardless of responsibility for resources.

We will continue to work to make all our communities safe for everyone:

tackling and working to prevent risks, threats and harms, whether it is anti-social behaviour, hate crime, domestic violence or theft and burglary.



19,951 DOMESTIC INCIDENTS

reported to police (12 mths to Sept 2017)
45% of these included a repeat victims (8,719 incidents); **31%** had children present (5,991 incidents)



Value of youth activities approved and funded

£0.5m

attracting match funding of **£386k**.

This generated over

11,000 VOLUNTEER HOURS

providing local activities for 8-17 year olds.



44,000 VOLUNTEER HOURS



Most deprived

(Source: Leeds Community Committees Annual Report 2016/17)



19,967 ANTI-SOCIAL BEHAVIOUR

(ASB) incidents reported to police

(12 months to December 2017),

up **12%** from the previous year.

Most frequent ASB incidents reported concern youth and neighbour nuisance



1,692 RACIAL HATE

incidents reported to police, over **70%** of all hate incidents reported (12 months to December 2017)



This includes a continued commitment to meeting the statutory Prevent Duty: ensuring the city's safeguarding arrangements are fit for purpose in order to protect and support those most vulnerable from being drawn into extremism and terrorist-related activities.



KPIs

How we will measure progress and achievements

- Percentage of people with a concluded safeguarding enquiry for whom their desired outcomes were fully or partially met
- Increased self-reporting of domestic violence and abuse incidents
- Number of people killed or seriously injured in road traffic accidents [total number and the number of children]
- Council tenant satisfaction with the neighbourhood as a place to live
- Percentage of Leeds residents who say they feel safe in their local area
- Proportion of households reporting repeated anti-social behaviour / nuisance concerns
- Number of reported hate incidents

We will also look to take a wide approach to inclusive growth, working to make the connections between tackling low pay and promoting skills and career progression, with the challenges of welfare reform and financial hardship.



People accessed **FOODBANKS 26,861** times in Leeds (12 months to April 2017), up **6%** on the year before.



30,000 food parcels (estimated) handed out, up **3%**

(Source: Leeds Food Aid Network 'FAN' report for January to December 2017)



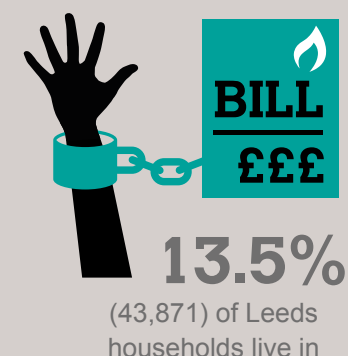


HOUSING

- Housing of the right quality, type, tenure and affordability in the right places
- Minimising homelessness through a greater focus on prevention
- Providing the right housing options to support older and vulnerable residents to remain active and independent
- Tackling fuel poverty

One of the biggest challenges Leeds faces is to provide enough quality and accessible homes to meet the city's growing population, whilst protecting the quality of the environment and respecting community identity. The need for affordable housing and affordable warmth are key issues in meeting this challenge.

The Leeds Housing Strategy sets out our ambitions for effectively meeting housing need to make Leeds the best place to live.



FUEL POVERTY
meaning their energy costs are high relative to their incomes.

This is above the **11%** English average and up from 11.9% (38,613 households) in Leeds the year before.

(Source: Dept for Energy and Climate Change, 2015 figures released June 2016)



More detail on the issues, planned activity and work in progress:

- Leeds Housing Strategy
- Leeds Core Strategy
- Leeds Site Allocations Plan

We continue to work to deliver six priorities:

- affordable housing growth;
- improving housing quality;
- promoting independent living;
- creating sustainable communities;
- improving health through housing
- meeting the needs of older residents.

In practice, we are co-ordinating activity 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.

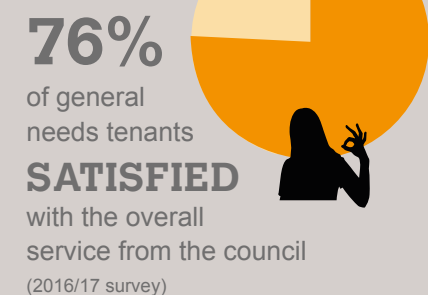
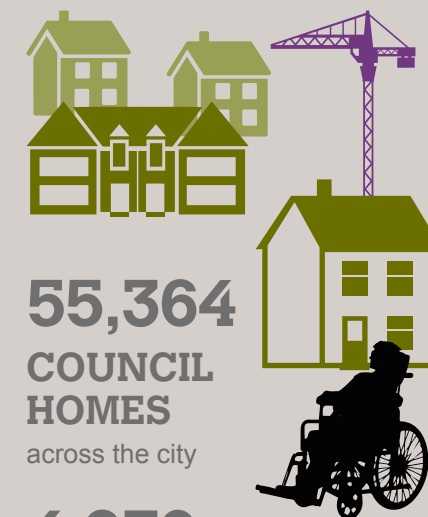
Working with developers and housing associations we identify opportunities to build new homes – including affordable homes – and convert empty homes back into use.

11,355
newly built and converted homes delivered
(April 2012 to March 2017)



The average house price is **5.76 x HIGHER** than the average single income, similar to the rest of Yorkshire & the Humber
(Source: ONS 2016)

New council homes, including specialist Extra Care housing schemes, are built to the Leeds Standard: better urban design, meeting space standards and using sustainable construction.

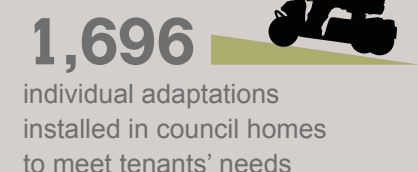


Through a mixture of self-regulation and enforcement we encourage landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives also provide employment opportunities in construction and increase the energy-efficiency of homes.

We continue to address homelessness through prevention initiatives, ensuring that no person needs to sleep rough in Leeds.



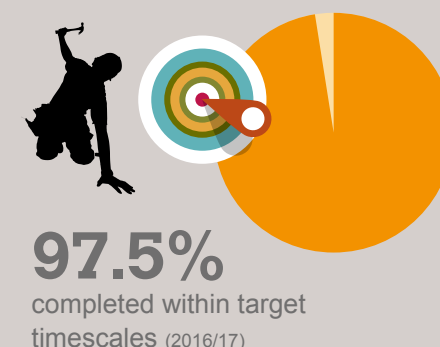
Vulnerable young people, adults and families are helped further through our Housing Related Support Programme, providing support and emergency accommodation. We carry out adaptations to housing to help disabled people live independently and prevent admission to hospital or residential care. Our Accessible Housing Register makes it easier for disabled applicants and housing officers to match properties to people's needs.



KPIs

How we will measure progress and achievements

- Growth in new homes in Leeds
- Number of affordable homes delivered
- Number of new units of extra care housing
- Improved energy and thermal efficiency performance of houses
- Number of households in fuel poverty
- Number of homeless preventions and number of rough sleepers in Leeds
- Percentage of housing adaptations completed within target timescale
- Percentage of council housing repairs completed within target





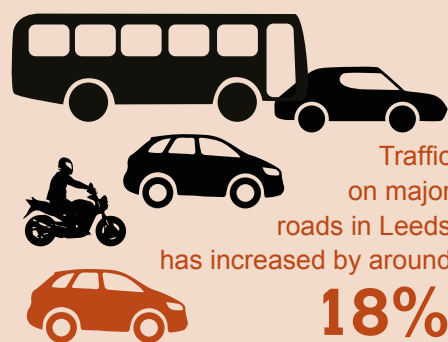
21ST-CENTURY INFRASTRUCTURE

- Improving transport connections, safety, reliability and affordability
- Strengthening 'Smart City' infrastructure and increasing digital inclusion
- Improving the city's infrastructure and natural environment, including flood protection
- Reducing consumption, increasing recycling and promoting low carbon energy
- Improving air quality, reducing noise and emissions

Like other growing cities, Leeds faces a number of significant challenges, including improving air quality, linking people to services and employment, and increasing the numbers of people choosing public transport.

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

AIR QUALITY ISSUES



Traffic on major roads in Leeds has increased by around **18%** between 2000 and 2016
(Source: Department for Transport)

To address these challenges and support our Best City ambition, we require 21st-century infrastructure. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

Our approach needs to go beyond a narrow pursuit of growth; rather we need to do this in a way that ensures Leeds is liveable and healthy, as well as prosperous.

More detail on the issues, planned activity and work in progress:

- Leeds Transport Strategy
- Leeds Inclusive Growth Strategy
- Leeds Local Flood Risk Management Strategy
- West Yorkshire Low Emissions Strategy
- West Yorkshire Local Transport Plan
- Transport for the North Strategic Transport Plan



Visualisation of Leeds Integrated Station Connectivity



INITIATIVES INCLUDE:

Investing in a new Leeds High Frequency Bus Network, aiming for **90%+** of core bus services **RUNNING EVERY 10 MINUTES** 7am–8pm.

52 BUS DUE



REDUCED BUS DELAYS through signal technology and bus priority measures, reduced waiting times and improving stop facilities.

New buses that meet **EURO 6 AIR QUALITY STANDARDS** and offer a better passenger experience by 2020.



We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. Subject to consultation, proposals to address this include the potential introduction of a Clean Air Zone that would charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards for entering a defined area within the city centre.

Leeds' digital infrastructure is vital to our future success.

This connectivity underpins growth, not only in our flourishing digital sector but across all parts of our economy. Our Smart Cities work is a key priority, working

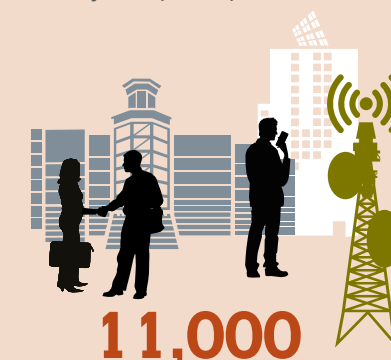


KPIs

How we will measure progress and achievements

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable travel (bus, train, cycling, walking)
- Percentage of waste recycled
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Percentage of adults in Leeds who have all 5 basic digital skills
- Percentage of adults in Leeds who have not been online in the last 3 months

with business, universities and local partners in establishing Leeds as a leader in the application of big data, building on the assets such as the Open Data Institute, Data Mill North and Leeds Institute for Data Analytics (LIDA).



11,000 people employed in the digital sector (Source: ONS 2015)



CULTURE

- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
- Enhancing the image of Leeds through major events and attractions

We believe culture has a vital role to play in realising our Best City ambition.

Our approach set out in the Leeds Culture Strategy is to promote a positive attitude towards culture, focussing on the contribution it can make to the city's confidence, profile and economy and to wider community cohesion.

Hola
Cześć
170
different languages spoken in the city
नमस्ते
Привет



In 2016 the creative industries in Leeds provided

22,500 JOBS

Leeds has been selected to be part of the prestigious 'Pilot Cities' European project, a peer-learning programme which will help us benchmark key elements of our Culture Strategy with other cities, learning from each other.

Our approach is rooted in our communities and takes a wide definition of culture.

We aim to embed it across such diverse areas as urban regeneration, education and health and wellbeing.

More detail on the issues, planned activity and work in progress:

- Leeds Culture Strategy



Leeds West Indian Carnival celebrated its

50th ANNIVERSARY
in 2017

Our objectives are:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds;
- For culture to build respect, cohesion and coexistence between and within communities and individuals;
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone;



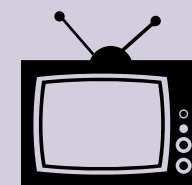
The Times voted Leeds as the **NUMBER ONE CULTURAL PLACE** to live in Britain
(The Times March 2017)



- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;

- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;

LEEDS 2017 TRIATHLON HIGHLIGHTS:



According to the BBC, the viewing figures for the event peaked at

2 million+

Live TV coverage by the BBC for **6 hours** on the Sunday, including edited highlights of the Saturday events held at Roundhay Park

Estimated additional spend in the city (excluding residents) of **£1.2m+**



3,000 PEOPLE took part in the amateur events from juniors and novices, to leading amateur athletes
(Source: WTS website).



Estimated **70,000+ ROADSIDE SPECTATORS**



KPIs

How we will measure progress and achievements

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds
- The Leeds Culture Strategy delivery plan is in development at the time of writing; this may lead to additional KPIs being added to the Best Council Plan in-year in relation to this priority.

- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative; and
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.





BEST COUNCIL

Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change

This is aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government 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, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue. For 2018/19, this includes the introduction of 100% business rates retention as part of the government's pilot programme.

Though we employ fewer people, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the

organisation where people feel more confident and empowered.

We maintain our focus on inclusion and diversity

This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities.

The 'breakthrough' approach that has served us so well in bringing together multi-disciplinary teams from across council services, partners and communities to tackle key challenges also continues, with a specific 'task and finish' focus on programmes and projects that support our strategic priorities and help address future financial challenges.

With the reopening of a refurbished Merrion House in 2018, many of our front-line council services are in one place, improving customer access in the city; the ongoing rollout of Community Hubs serving as focal points for members of the public in

other parts of Leeds. While face-to-face customer contact remains important, we are using technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them. This is supported by our work to improve the quality and availability of information provided to customers, staff and elected members based on a range of insight, including stakeholder engagement and data analysis; we remain committed to 'open data' where possible and in compliance with the General Data Protection Regulations. Improved data and insight informs our decision-making, enabling us to better prioritise interventions and resources to where they are most needed.

Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. 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 us.

KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels [reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure]
- Reduction in workplace accident and incident reports [with a specific reduction in absence related to violence & aggression and manual handling]
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [both Freedom of Information and Subject Access Requirement requests]



Leeds City Council: a council which is honest, fair, good with money, joined up and proud to make a difference – the Best Council in the UK.

Our Values – underpinning everything we do and how we work

Being open, honest and trusted

– I can be my best

Treating people fairly

– It feels like I count.

Spending money wisely

– I make every pound go further

Working as a team for Leeds

– I am part of a team with a 'can do' attitude

Working with people, engaging all communities

– I am proud to make a difference



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LEEDS CITY COUNCIL 2018/19 BUDGET REPORT

Directorate: Resources and Housing

Whilst full details of the Directorate's budget report for the 2018/19 financial year has been provided below, please note that the Directorate's carbon reduction and housing related functions fall within the remit of the Environment, Housing and Communities Scrutiny Board.

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2018/19 financial year.

2 Service Context

- 2.1 The Directorate contains the Council's key professional support services; Finance, HR, Technology, Legal Services, Project Management and Procurement, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.2 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management, Fleet Services, Facilities Management and Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.3 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city.
- 2.4 Within the context of the Best Council Plan, the Directorate has a number of key priorities which this budget is designed to support. They are as follows:
- Preventing homelessness;
 - Ensuring that air quality standards are met across the city.
- 2.5 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of cutting carbon in Leeds and promoting Housing growth to meet the challenge of a growing population.

- 2.6 Given this context the Directorate's budget submission for 2018/19 will seek to protect services and initiatives which advance these priorities. The Directorate will also seek to consolidate the major efficiencies that were incorporated into the 2017/18 budget.

3 **Budget Proposals**

- 3.1 This 2018/19 budget has been set at £82,032k representing a net increase of £772k (0.9%) when compared to the adjusted budget for 2017/18. This net increase comprises a number of pressures totalling £7,534k offset by savings of £6,762k which are explained below.

3.2 **Budget Adjustments and Transfers**

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget.
- 3.2.2 Recharges between services are often seen as not only being divisive, and sometimes lead to protracted disputes after the work has been done, but often they are seen as an impediment to service delivery. Therefore as a continuation of the process of reducing the number of recharges between services, the 2018/19 budget submission reflects the net transfer of budgetary provision of £4,530k to the Resources and Housing Directorate in respect of Legal Services. The intention is that the 2018/19 budget will also be adjusted to reduce recharges for Fleet Management, and where recharges remain for other services, a reduction in the frequency of charging will be targeted.
- 3.2.3 Following a review of the Public Private Partnership Unit (PPPU), which provides project management and procurement support to directorates, a new operating model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. Implementation of this proposal has transferred resources of £1,570k to City Development. With respect to income, a piece of work to allocate the associated income budget to both this Directorate and City Development (from the Strategic and Central Accounts) is underway and a budget adjustment will be undertaken in 2018/19. A significant level of this income will be primarily derived from recharges to capital and charges to the HRA. Sustaining this level of income in 2018/19 represents a key risk to the directorate next year
- 3.2.4 The budget has been adjusted by £277k to reflect the net impact of further transfers into the Shared Services function (£377k) and the transfer of the brokerage budget (£100k) into Treasury Management.
- #### 3.3 **Changes in prices – pressure of £3,930k**
- 3.3.1 The budget includes provision of £4,103k for the National Employers' two year pay offer made in December 2017. For 2018/19 this offer was for a 2% increase for spinal column points (SCP) 20 and above, with increases

greater than 2% for SCP 6 to 19. In addition it also provides £154k for the adoption of the Living Wage Foundation's recommended minimum hourly rate. This will see a rise for Leeds City Council employees from the current minimum rate of £8.25/hour to £8.75/hour.

3.3.2 No provision has been made for inflation on running cost budgets other than where there are specific contractual commitments and on utilities. The provision for price inflation is £1,012k which includes £515k for Leeds Building Services, £167k for CEL, £200k for Housing and Property and £130k for the rest of the services in the Resources and Housing directorate.

3.3.3 Inflationary increases in the level of fees, charges and income from other organisations, are estimated to generate £1,342k. Most of this increase, £1,132k, relates to price uplifts with Leeds Building Services.

3.4 **Actuarial Review – pressure of £308k**

3.4.1 A review of the West Yorkshire Pension Fund has been undertaken in the autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.6% to 15.9% in 2018/19. This increase is estimated to cost £308k.

3.5 **Capitalised Pension Costs – saving of £255k**

3.5.1 The fall out of capitalised pension costs associated with staff who have left the Council under the Early Leaver's initiative will save an estimated £255k.

3.6 **Specific Grant Funding Changes**

3.6.1 In February 2017 the Council was notified of its 2017/18 and 2018/19 Flexible Homelessness Support Grant (FHSG) allocations. FHSG is calculated on the basis of homeless prevention outcomes and, as Leeds has achieved a high level of preventions, the allocation for Leeds in 2018/19 is £1,794k.

3.6.2 The FHSG allocation represents a significant windfall for the Council and is being used to achieve further increases in homeless prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues. In addition the grant will be used to support organisations such as St Anne's advice centre, the Street Outreach service and St George's Crypt.

3.6.3 The Council has received £168k in 2018/19 to meet the new burdens associated with the Homelessness Reduction Act.

3.7 Other budget pressures –£3,550k

- 3.7.1 The Corporate Property Management function (CPM) is responsible for the management of and maintenance of the council's buildings. Recognising the level of backlog maintenance associated with these assets the budget provides for an additional £500k which will contribute towards addressing these issues.
- 3.7.2 In 2010 the Council embarked upon a programme of asset rationalisation through the Changing the Workplace programme which has not only delivered revenue savings and required staff to embrace the new ways of working but it will also result in an anticipated total net present value (NPV) saving of £27m for phase 1 of this programme. As a part of this programme the council will again occupy the refurbished Merrion House in 2018/19 and this requires the re-instatement of both the NNDR budget for this property (£1,036k) and provision for utilities (£380k). Other costs associated with the re-occupation of Merrion House include £325k which relates to the requirement to provide increased security.
- 3.7.3 The budget submission reflects variations associated with both the shortfall in court fee income (£300k) and income receivable from schools for the provision of catering services (£250k). In addition it is now assumed that the realisation of the previous year's budgeted saving of £300k through the consolidation of workforce development budgets won't be realised in 2018/19. Other variations include the cost associated with harmonising the grades of staff working within the Shared Services (£200k) and pressures of £300k within the Digital Information service reflecting the requirement to fund the new platform which supports the more vulnerable adults (£80k), resources to support customer access (£100k) and a £120k contribution towards city working which is a partnership working model that has been agreed between the Council, CCGs, Leeds Teaching Hospital Trust and Leeds Community Health to join up wherever possible on common ICT facilities and services.
- 3.7.4 An additional £30k has been provided to budget for the Annual Armed Forces day that is held in the city.

3.8 Savings

3.9 Efficiencies – £3,570k

- 3.9.1 A review of the Council's support services functions which took effect in 2017/18 saw all business administration staff transfer into the council's Shared Service. Through both the consolidation of this function under one professional lead and a review of business processes significant savings have been realised in 2017/18 and it is estimated that a further £1,100k will be realised in 2018/19.
- 3.9.2 Financial Services will deliver further savings of £500k through the realisation of the benefits of consolidating the function into one

geographical location combined with a review of business processes.

- 3.9.3 Following a review of the PPPU (Public Private Partnership, which provides project management and procurement support to directorates, a new model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. It is anticipated that the implementation of these proposals will deliver net savings of £200k through the deletion of posts.
- 3.9.4 In both the Human Resources function and the Strategy & Intelligence/Improvement will deliver savings of £190k and £130k respectively through turnover.
- 3.9.5 Additional income of £140k within the Human Resources function will be realised largely through a combination of the renewal of external contracts and the apprenticeship levy.
- 3.9.6 The Digital Information Services are estimated to deliver cost savings of £330k largely through a reduction in licence costs, the continued rationalisation of printers and a review of telephone costs as Skype is fully rolled out.
- 3.9.7 Staff turnover within Legal and Democratic services will generate savings of £70k.
- 3.9.8 Savings of £150k within Housing Related Support will be realised through the full year defect of the commissioning of contracts.
- 3.9.9 Within Civic Enterprise Leeds savings of £190k will be realised through operational efficiencies within both Facilities Management (£120k) and Fleet Management (£80k). These will derive from both staffing and running cost reductions.
- 3.9.10 Further savings (£310k) on staffing across the directorate will be generated through a combination of deleting budgeted vacant posts, staff turnover, and staff exiting the Authority through the Early Leaver's Initiative.
- 3.9.11 In respect of the building maintenance and security costs a saving of £200k will be realised through a targeted reduction in the number of void properties that the council holds.
- 3.9.12 As a result of the appointment of new external auditors by Public Sector Audit Appointments (PSAA) from 2018/19 audit fees will reduce by £60k.
- 3.10 **Service Changes - £200k**
- 3.10.1 Implementation of the Better Lives programme within Adult Social Care will realise operational cost savings of £200k within CEL.

3.11 Income – Fees and Charges £1,090k

- 3.11.1 Within Shared Services additional income of £350k reflects existing trends in respect of advertising and recruitment (£100k) and £250k for the print unit.
- 3.11.2 Other Support Services will realise additional income of £650k largely through a combination of increased charges to external organisations utilising these services and a review of activity levels within DIS support the requirement for appropriate costs to be charged to projects funded through the capital programme (£310k).
- 3.11.3 Within Housing Support and Housing Partnerships a review of current activity levels support the requirement for increased capitalisation of staffing costs in respect of work undertaken adapting people's houses to meet their specific requirements (£90k)

3.12 Income – Traded Services and Other £1,270k

- 3.12.1 Leeds Building Services will increase their contribution by £1,100k in 2018/19 through a targeted £9,750k or 17.4% increase in turnover. This additional turnover will result from work that previously would have been rendered to private sector contractors will instead be delivered through the internal service provider.
- 3.12.2 Cleaning Services will realise additional income of £40k through a combination of work done for other Local Authorities and partner organisations and investment in new equipment £50k which will improve the efficiency of the service.
- 3.12.3 Charges to partner organisations who are receipt of services and support provided by the Sustainable Energy and Climate Change Unit (SECC) and Strategy and Improvement will realise £80k.

4 Risk Assessment

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for Resources and Housing are:
- 4.2 Further reduction in support services may reduce the capacity to support managers within the council and it is vital to ensure that these planned reductions do not impact upon the delivery of services city wide and the achievement of the 2018/19 budget proposals.
- 4.3 Failure to provide up to date and resilient information technology systems that support the delivery of our services. Priority has been

given to adequately resourcing the service and also to key IT projects that support the council's priorities.

- 4.4 That assumptions in respect of both staff turnover and staff exiting the Authority through the Early Leaver's Initiative aren't realised. Any variation could have implications for the delivery of the budgeted level of savings.
- 4.5 That the level of homelessness increases across the city with the subsequent requirement for the council to support these individuals in temporary accommodation.

Briefing note prepared by: Richard Ellis
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Resources and Housing

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2018/19 Budget Amount £	Decision Maker
Phase 2 of the support services review has estimated savings of £880k.	Second phase of delivering savings.	Reducing capacity to provide support to both Members and managers.	Executive Member, CLT	Ongoing	February 2018	£880k	Relevant Chief Officer
Replace HELP contract with telephone support service.	Aiming for more cost effective service delivery.	None identified.	To be undertaken.	N/A	February 2018	£90k	Chief Officer HR
Fleet staffing restructure.	To enable the service and the directorate to remain within a reduced funding envelope.	Slight increase in the risk around service delivery.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£30k	Chief Officer Civic Enterprise Leeds

Directorate - Resources & Housing

	2018/19 £m	FTEs
Net managed budget 2017/18	72.88	
Adjustments		
Transfers of function	8.47	
Other adjustments	(0.09)	
Adjusted net managed budget	81.26	
Budget Pressures:		
Inflation		
Pay	4.26	
Price	1.01	
Income	(1.34)	
Employers Pension	0.31	
Capitalised Pensions	(0.26)	
Other		
Corporate Property Management -additional maintenance	0.50	
Armed Forces day	0.03	
Shared Services - harmonisation of staff grades	0.20	
HR Workforce development savings	0.30	
Digital Information Services (DIS) - New Vulnerability platform	0.08	
DIS corporate case management	0.10	
DIS Contribution to City working	0.12	
Catering income	0.25	3.00
Changing the Workplace - re-occupation of Merrion House	1.71	
Shortfall in Court Fee income	0.30	
Other Minor variations	(0.04)	
Total Pressures	7.53	3.00
Savings Proposals:		
Efficiencies		
Financial Services	(0.50)	(12.00)
PPPU	(0.20)	(4.20)
Strategy and Intelligence/Improvement	(0.13)	(3.90)
Housing related support - contract savings	(0.15)	
Legal & Democratic - deletion & reconfiguration of posts	(0.07)	(2.10)
Shared Services staff savings	(1.10)	(25.00)
Directorate wide turnover savings	(0.31)	(7.30)
HR turnover	(0.19)	(5.87)
HR - renewal of contracts/apprenticeship levy/training	(0.14)	
DIS efficiencies	(0.33)	
CEL savings	(0.19)	(4.00)
Voids - reduction in maintenance and security costs	(0.20)	
Reduction in external audit fees	(0.06)	
Service Changes		
ASC Better Lives savings	(0.20)	
Income - Fees & Charges		
Shared Services additional income	(0.35)	
HR additional income	(0.09)	
DIS - Charge application team costs to capital	(0.20)	
DIS additional income	(0.36)	
Strategic Housing Partnership & Support capitalisation	(0.09)	
Income - Traded Services, Partner Income		
LBS increased net return from additional work	(1.10)	109.00
CEL increased cleaning income	(0.04)	
CEL increased income/efficiencies following investment	(0.05)	
SECC/Strategy&Improvement - recharging for services	(0.08)	
Grants and Other Income		
New Grant funding	(1.96)	
New Grant funding spend	1.33	
Total Savings	(6.76)	44.63
Net Managed Budget 2018/19	82.03	47.63

LEEDS CITY COUNCIL

2018/19 BUDGET REPORT

Directorate: City Development

The following relevant information has been extracted from the Directorate's budget report for the 2018/19 financial year in accordance with the remit of the Strategy and Resources Scrutiny Board.

- Following the cancellation of the European Capital of Culture competition by the European Commission, the Council has signalled the strong intent to retain the allocated funding in order to progress the ambitions which winning the competition would have delivered, albeit by a new route. Cultural Legacy Funding of £385k for 2018/19 is the first part of that commitment.
- At the time of publication, the exact nature of how to move forward is still a matter of discussion with other stake-holders but it is anticipated that Council investment would attract significant external funding (potential leverage x2.5) over the course of 2018-24. The majority of spend in 2018/19 is likely to be in the second half of the year.
- In May 2018 Leeds will host the conclusion of the Tour de Yorkshire with the race scheduled to finish on The Headrow, in exactly the same place as the 2014 Tour de France started. The estimated net cost of hosting the Tour de Yorkshire (£100k) is also recognised within the 2018/19 budget proposals.
- The 2017/18 base budget identified £50k to support the Directorate's partnership working with British Cycling and the intention to enter into a new long term partnership agreement. It is anticipated that such an arrangement may require an additional cash contribution of circa £25k in 2018/19 and has the potential to lever in significant further funding from British Cycling and its partners.
- The 2018/19 budget also incorporates £170k of additional income for the Arts & Heritage Service and £70k of additional income for Economic Development. These proposals include £50k of additional income for 'Breeze', £80k for Museums, £40k for events/licences and £30k for street trading.

Directorate - City Development

	2018/19 £m	FTEs
Net managed budget 2017/18	35.82	
Adjustments - Transfers of Function	1.43	
Other Adjustments	(0.70)	
Adjusted net managed budget	36.54	0.00
Budget Pressures:		
Inflation		
Pay	1.16	
Price	0.92	
Income	(0.02)	
Employers Pension	0.12	
Capitalised Pensions	0.03	
National Living Wage - commissioned services	0.01	
Demographic and demand pressures		
Planning Management & Development	0.73	9.00
Realignment of Economic Development Income Targets	0.58	
Grant Fallout		
Fall-out of Public Health Funding	0.10	
Other		
Cultural Legacy	0.39	
Fall-out of 'Commuted Sums'	0.30	
Carbon Reduction Commitment	0.30	
Removal of income target for Tourism, Marketing & Advertising	0.10	
Tour de Yorkshire	0.10	
Total Pressures	4.81	9.00
Savings Proposals:		
Efficiencies		
Management of vacancies	(0.29)	(3.00)
Insurance	(0.15)	
Economic Development running cost savings	(0.10)	
Energy savings (street lighting)	(0.10)	
Sport Efficiencies	(0.06)	
Running cost savings	(0.09)	
Income - Fees & Charges		
Sport VAT Exemption	(1.20)	
20% increase in Planning Fees	(0.73)	
Highways additional fee income	(0.50)	
Planning Fee Income Trends & charges for premium services	(0.38)	
Increased charges reflecting additional pay award	(0.27)	
Income from Sport & Active Lifestyles	(0.12)	
Arts & Heritage service - income opportunities	(0.17)	
Economic Development income opportunities (Events/lights/street tradin	(0.07)	
Income - Traded Services, Partner Income		
Asset Management - income from commercial rents & Fee Recovery	(1.47)	
Building Control income trends	(0.02)	
Use of S106 balances	(1.92)	
Total Savings	(7.64)	(3.00)
Net Managed Budget 2018/19	33.72	6.00

LEEDS CITY COUNCIL 2018/19 BUDGET REPORT

Directorate: Communities & Environment

The following relevant information has been extracted from the Directorate's budget report for the 2018/19 financial year in accordance with the remit of the Strategy and Resources Scrutiny Board.

- Responsibility for maintaining the Street Register has transferred from the Resources and Housing Directorate to be managed by the Local Land Charges Team. This service generates income for the provision of information and the net budget transferring is a surplus of £32k.
- Following a fallow year in 2017/18, the cost of reinstating the Elections budget to fund the stand alone local elections in 2018/19 is estimated to be £1,120k.
- Within Elections, Licensing and Registration savings of £25k are anticipated by utilising permanent polling stations wherever possible, thereby reducing the hire costs of porta cabins for elections.
- A fee review in respect of the non-statutory charges of the Registrars service is expected to generate an additional £42k in 2018/19.

Directorate - Communities & Environment

	2018/19 £m	FTEs
Net Managed Budget 2017/18	69.78	
Adjustments		
Transfers of function	0.24	
Other adjustments	(0.25)	
Adjusted Net Managed Budget	69.77	
Budget Pressures:		
Inflation		
Pay	2.38	
Price	0.89	
Income	(0.49)	
Employers Pension	0.17	
Capitalised Pensions	(0.15)	
Demographic and demand pressures		
Waste disposal costs associated with household growth	0.08	
Grant Fallout		
Reduction in Housing Benefits/Council Tax grants	0.81	
Other		
Elections - reinstatement of budget for 2018/19 local elections	1.12	
Housing Benefits - net reduction in HB expenditure & overpayment income	1.20	11.0
Waste Management - expansion of garden waste collection service	0.36	
Waste Management - waste depot development	0.18	
Waste Management - RERF Business Rates	(0.48)	
Car Parking - Bus Lane Enforcement/on-street parking trends	0.30	
Customer Access - Community Hubs staffing	0.23	
Customer Access - Review of Security provision	0.20	
Community Safety - LCC contribution to maintaining PCSOs at current level	0.64	
Community Safety - City Centre Vehicle Access Management Scheme	0.06	3.0
Parks & Countryside - tree inspection works for Housing Leeds	0.13	3.0
Parks & Countryside - support to 3rd sector and community led activities at cemeteries	0.09	2.0
Insurance	(0.06)	
Use of earmarked reserves	(0.35)	
Total Pressures	7.30	19.0
Savings Proposals:		
Efficiencies		
Waste Management - disposal cost price/volume reductions	(0.21)	
Welfare & Benefits - re-tendering Advice Consortium contract	(0.05)	
Customer Access - re-tendering Libraries Management System contracts	(0.05)	
Customer Access - Compliments & Complaints service review	(0.02)	
Customer Access - migration of Contact Centre telephone lines to new datalines	(0.08)	
Customer Access - closer working between Council Tax Recovery and Contact Centre teams	(0.03)	(1.0)
Communities - reduced Facilities Management costs/additional Community Centre income	(0.06)	
Communities - review of management/leadership arrangements	(0.05)	(1.0)
Car Parking - reduction in parking enforcement staff through deletion of vacant posts	(0.05)	(2.0)
Community Safety - efficiencies in use of Community Safety Fund	(0.05)	
Elections - savings on hire of porta-cabins for elections	(0.03)	
Additional Vacancy Factor across non front line services	(0.25)	
Service Changes		
Welfare & Benefits - Local Welfare Support Scheme review	(0.20)	
Customer Access - Contact Centre Digital Centre of Excellence & reduced service failure	(0.32)	(13.3)
Customer Access - implement automated switchboard in Contact Centre	(0.05)	(2.5)
Customer Access - transfer Home Library Service to Voluntary Sector	(0.03)	(1.0)
Communities - targeted 10% savings on third sector contracts	(0.03)	
Income - Fees & Charges		
Waste Management - charging for Inert Building Waste/Plasterboard/Tyres at HWSS	(0.10)	10.0
Parks & Countryside - capital investment and review of charges at Attractions	(0.10)	2.0
Parks & Countryside - additional net surplus at Arium from plant and retail sales	(0.10)	
Car Parking - increase charges at Woodhouse Lane car park by 50p for a full day	(0.13)	
Registrars - fee review in respect of non-statutory charges	(0.04)	
Income - Traded Services, Partner Income		
Waste Management - review Medi Waste service to eliminate subsidy	(0.17)	
Welfare & Benefits - introduce management fee for Free School Meals admin service	(0.01)	
Community Safety - additional CCTV income from Housing Leeds	(0.10)	
Parks & Countryside - tree inspection funding from Housing Leeds	(0.13)	
Customer Access - additional income from Interpreting & Translation Service	(0.18)	
Total Savings	(2.62)	(8.8)
Net Managed Budget 2018/19	74.46	10.2

LEEDS CITY COUNCIL

2018/19 BUDGET REPORT

Directorate: Strategic Central Accounts

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2018/19 financial year.

2 Service Context

- 2.1 Central accounts holds a variety of corporate budgets which do not relate directly to individual services, as well as council-wide budgets which largely for timing reasons have not been allocated to individual services. Generally these council-wide budgets will be allocated to services in year, once their impact is known. Corporate budgets include the Council's capital financing costs and associated entries relating to the complexities of the capital accounting requirements. In addition, in accordance with accounting requirements, Central accounts includes those costs which are defined as the Corporate and Democratic Core. Other budgets within Central accounts include contributions to joint committees and levies.

3 Budget Proposals

- 3.1 This 2018/19 budget has been set at £8,287k Cr representing a net increase of £4,487k (35.1%) when compared to the adjusted budget for 2017/18. This net decrease comprises a number of pressures totalling £9,243k offset by savings of £10,552k and a reduction of £5,796k in the use of reserves, which are explained below.

3.2 Budget Adjustments and Transfers - £4,050k Cr

- 3.2.1 There have been a number of service transfers and other budget adjustments which are reflected in the 2018/19 budget. Of these, £5,550k relate to the impact of the removal of budgets for recharges and for the transfer of income relating to the PPPU.
- 3.2.2 Following a review of the Public Private Partnership Unit (PPPU), which provides project management and procurement support to directorates, a new operating model is to be adopted which disbands the current unit with resources being integrated into existing directorate teams. A significant level of this income will be primarily derived from recharges to capital projects and this will be allocated to City Development and Resources and Housing Directorates in 18/19.

- 3.2.3 In addition, a £1,500k grant budget relating to the Better Care Fund has been transferred to the Adults directorate budget.

3.3 Specific Grant Funding Changes - £2,189k

- 3.3.1 There has been a reduction of £2,114k in the expected level of New Homes Bonus grant to be received in 2018/19. This is due to the ongoing effect of changes which were made to the grant scheme in 2016/17, which reduced the number of years for which the grant is paid and introduced a growth baseline before any grant is paid.

- 3.3.2 A reduction of £75k has been recognised in the level of grant due to reimburse the council for debt costs from the former West Yorkshire Magistrates Court joint committee, for which the council was the lead authority. The reduction arises because the costs of some loans will have been fully reimbursed.

3.4 Increase in Debt costs – £4,276k

- 3.4.1 The budget for debt costs included a net £4,266k increase in external debt costs, reflecting new borrowing to fund the capital programme and expected rises in interest rates.

- 3.4.2 In addition there has been a decrease of £11k in the budgeted level of prudential borrowing charges to directorates.

3.5 Other budget pressures – £2,778k

- 3.5.1 Other budget pressures include the fall-out of £1m of one-off income relating to the Street Lighting PFI project which was included in the 2017/18 budget. A further reduction in income of £618k has been recognised in relation to repayments for up-front funding which the council provided to the Leeds City Region in 2014/15, as it is expected that the amounts will be fully repaid to the council by the end of 2017/18.

- 3.5.2 There has also been a reduction of £1,000k in the forecast level of S278 income which the council will be able to recognise in revenue as a result of developer funding of highways schemes.

3.6 Changes to levies and other contributions – decrease of £187k

- 3.6.1 Contributions to joint committees and other bodies have decreased by a net £187k. Within this figure, the contribution to the West Yorkshire Combined Authority has decreased by £290k, reflecting continued efficiencies. This decrease is partially offset by an increase of £71k in the council's contribution to the West Yorkshire Coroners Service, largely reflecting the outcome of the national review of coroners' pay. There has also been an increase of £12k in the contribution to the West Yorkshire Joint Services Committee, reflecting the expansion of its service to counter financial exploitation

of vulnerable adults, net of continued efficiencies in the joint committee's other operations.

- 3.6.2 The following table gives details of the contributions and levies. In approving these contributions, Members will note that they are not approving the individual budgets of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	2017/18 £m	2018/19 £m	Variation £m %	
Joint Committees				
Joint Services	1.384	1.395	0.011	1%
Other Bodies				
Flood Defence Levy	0.37	0.39	0.02	5%
Combined Authority and Transport Fund	34.046	33.756	-0.29	-1%
Coroners	1.295	1.366	0.071	6%
Probation Service (Debt only)	0.006	0.006	0	0%

3.7 Income – Impact of Business Rates pooling arrangements £8,609k Cr

- 3.7.1 Following the Leeds City Region's success in being chosen to pilot 100% business rates retention, there are a number of changes to budgets to reflect the new arrangements for 2018/19.
- 3.7.2 The business rates levy budget of £1,739k has been removed, as this will no longer apply. Instead the council has budgeted to make £8,555k contributions to the new pool and £1,185k contributions to other authorities within the pool.
- 3.7.3 These additional contributions are more than outweighed by the additional grant income of £16,384k which the council has budgeted to receive for reimbursement of the costs of various business rate reliefs, and £224k of retained income relating to business rates from renewable energy schemes.

3.8 Other efficiencies - £1,756k Cr

- 3.8.1 The budget for 2018/19 includes an increase of £1,000k in the target for capitalisation of expenditure which would otherwise be charged to revenue budgets. This increased target reflects the levels achieved in 2016/17 and 2017/18.
- 3.8.2 The Strategic budget also includes a corporate target of £600k for savings arising from negotiating prompt payment discounts with

suppliers of goods and services.

- 3.8.3 There is projected to be a reduction of £156k in the level of historic unfunded pension costs for 2018/19.

3.9 Use of Reserves - £5,796k reduction

- 3.9.1 The budget for 2018/19 includes a contribution of £1,756k to the General Fund reserve.
- 3.9.2 The planned use of earmarked reserves for 2018/19 has reduced by £4,040k in comparison to 2017/18. The reduction includes the removal of one-off budgets for the use of £3,100k of reserves in 2017/18, and a new budget of £750k to establish an Invest to Save reserve.

4 Risk Assessment

- 4.1 In determining the 2018/19 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2018/19 budget for the Central Accounts are:
- 4.2 Budgeted position on MRP relies on the availability of £26.7m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved
- 4.3 The budgeted capital financing costs are based on assumptions about market interest rates during 2018/19. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £3.9m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers.

Briefing note prepared by: Mary Hasnip (Principal Finance Manager)
Telephone: 3789384

Directorate - Strategic Central Accounts

	2018/19 £m	FTEs
Net managed budget 2017/18	(8.72)	
Adjustments		
Transfers of function	2.54	
Other adjustments	(6.59)	
Adjusted net managed budget	(12.77)	
Budget Pressures:		
Inflation	0.00	
Grant Fallout		
New Homes Bonus	2.11	
Other	0.07	
Debt costs		
Increases in external Debt costs	4.27	
Reduction in prudential borrowing recharges to directorates	0.01	
Other		
Fall out of one-off income from Street Lighting PFI renegotiation	1.00	
Projected reduction in Section 278 income to revenue	1.00	
Fall out of repayments for Leeds & Partners contract	0.62	
Other pressures	0.15	
Total Pressures	9.23	0.00
Savings Proposals:		
Efficiencies		
Increase in capitalisation	(1.00)	
Savings from prompt payment discounts	(0.60)	
Reduction in unfunded pension costs	(0.16)	
Other savings		
Levies and other contributions	(0.19)	
Income - Impact of Business Rates changes		
Contributions relating to new pooling arrangements	9.74	
Fall out of levy	(1.74)	
Increases in grants to fund reliefs	(16.38)	
Retained income from renewable energy	(0.22)	
Changes in use of reserves		
General reserve	1.76	
Change in use of earmarked reserves	4.04	
Total Savings	(4.75)	0.00
Net Managed Budget 2017/18	(8.29)	0.00



Report author: Tim Rollett

Tel: 378 9235

Report of Director of Resources and Housing

Report to Scrutiny Board (Strategy and Resources)

Date: 18th June 2018

Subject: Performance Reporting to Scrutiny Board

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

1 Summary of main issues

- 1.1 This report provides Strategy and Resources Scrutiny Board members with a broad and succinct overview of performance information available for their portfolio areas. The report provides members with information to help identify key areas for further scrutiny work to support improvement across council outcomes, priorities and values. The report is to be used by members to determine the level and frequency of performance information they would like to receive during the year.

2 Recommendations

2.1. Members are recommended to:

- Use the overview of performance information provided to decide on the areas for further scrutiny work to support improvement over the coming year.
- Agree a reporting timetable for 2018/19.

1. Purpose of this report

- 1.1. This report provides Strategy and Resources Scrutiny Board members with a broad and succinct overview of performance information available for their portfolio areas. The report provides Board members with information to help identify key areas for further scrutiny work to support improvement across council outcomes, priorities and values. The report can also be used by Board members to determine the level and frequency of performance information they would like to receive during the year.

2. Background information

- 2.1. The Best Council Plan (BCP) 2018/19 to 2020/21 sets out the council's key objectives and priorities. This report provides an overview of the relevant Strategy and Resources portfolio area performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2. The BCP includes a set of Key Performance Indicators (KPIs) that help measure progress in delivering the Best City and Best Council ambitions, outcomes and priorities. They are strategic indicators that track the long-term progress and are reported on regularly to the council's Corporate Leadership Team (CLT). The KPIs relating to the Strategy and Resources Scrutiny Board portfolio areas fall under the new Best Council (Efficient and Enterprising Organisation) KPI heading and the Culture KPI heading. These are set out in Appendix 1 and 2 for ease of reference.
- 2.3. However, the most recent results for the Best Council KPIs relate to the previous 2017/18 Plan and are set out in Appendix 3.
- 2.4. In addition to the BCP KPIs, a wide range of operational performance information and indicators are produced, a summary of which can be seen in section 3 below.

3. Main issues

- 3.1. Last year, a performance reporting timetable for Scrutiny Board was developed in consultation with Strategy and Resources portfolio service areas. The timetable required most portfolio areas to report their performance to the Board at least twice during the municipal year. This arrangement allowed Scrutiny Board members to 'drill down' into service area performance to obtain a more detailed understanding of results and issues. Service areas were able to report promptly back to the Board with the results of any queries or follow up action requested.
- 3.2. An overview of the performance reports submitted during the year for the portfolio areas is seen below:
 - 3.2.1. Civic Enterprise Leeds (CEL) and the Digital and Information Service (DIS) both submitted detailed performance reports, including results and analysis of their operational performance indicators. Each service reported their performance twice to the Board (in November 2017 and March 2018).

3.2.2. Human Resources (HR) submitted a series of themed reports during the year:

- Can do culture and recognition
- Apprentices
- Employee Health and Wellbeing: Sickness Absence and Positive Intervention
- Appraisals and engagement
- Council wide review of Workforce Development and Training
- Equality Impact Priorities refresh (in conjunction with the Head of Equalities) was reported to the Board in March 2018. This report contained details of the work in progress on the refresh and the Board was informed that the annual update and revised priorities were likely to be ready for reporting to Executive Board in July 2018.

3.2.3 The Board will need to determine the details of any future themed HR reports in liaison with the directorate.

3.2.4 A single report on Elections, Registrars and Land and Property Search Services summarising annual performance was reviewed by the Board in February 2018. This report was compiled following the annual update to the Electoral Register in December 2017.

3.2.5 A report on Effective procurement covering progress with ongoing procurement initiatives was reviewed by the Board in December 2017. The next update of this performance information will be available in July 2018 should the Board require it.

3.2.6 The Board received a series of financial reports during the year:

- Finance Health Monitoring Reports.
- Business Rates updates.
- Initial budget proposals for 2018/19.

3.3. In 2018/19, the Strategy and Resources Scrutiny Board portfolio has been expanded to include the following portfolio areas for which they may wish to receive performance briefings on:

- International and Domestic inward economic investment.
- Culture.
- Devolution and local freedoms.

4. 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. It is noted that performance information such as the BCP key performance indicator results are available to the public.

4.2. Equality and Diversity / Cohesion and Integration

4.2.1. This is an information report, rather than a decision report and so due regard is not relevant.

4.3. Council Policies and City Priorities

- 4.3.1. This report brings to Scrutiny Board (Strategy and Resources) an overview of performance for their portfolio service areas that support the delivery of the council's Best Council Plan. The Best Council Plan itself forms part of the council's budget and policy framework.

4.4. Resources and value for money

- 4.4.1. Effectively monitoring and managing performance helps ensure that resources continue to be appropriately deployed. There are no other financial implications from this report.

4.5. Legal Implications, Access to Information and Call In

- 4.5.1. This report is an information update providing Strategy and Resources Scrutiny Board with a summary of performance for selected portfolio areas within its remit and is not subject to call in.

4.6. Risk Management

- 4.6.1. There are no specific risks associated with this performance report. However, it is noted that some performance results will be linked to the corporate risks that could impact on the delivery of the Best Council Plan.

5. Conclusions

- 5.1. The report provides an overview of performance information for consideration by the Strategy and Resources Scrutiny Board to inform their future work programme.

6. Recommendations

- 6.1. Members are recommended to:
- Use the overview of performance information provided to decide on the areas for further scrutiny work to support improvement over the coming year.
 - Agree a reporting timetable for 2018/19.

7. 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.



BEST COUNCIL

Our journey to become a more efficient and enterprising organisation centres on an ongoing programme of organisational cultural change

This is aimed at making the best use of the resources within the council and strengthening our leverage, influence and partnerships across the city, the region, and nationally.

To date, we have responded to the financial challenges facing local government 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, including reducing staffing levels by over 3,200 'FTEs' (full-time equivalent members of staff) between 2010/11 and 2017/18. These efforts will continue. For 2018/19, this includes the introduction of 100% business rates retention as part of the government's pilot programme.

Though we employ fewer people, we remain confident we can deliver our Best Council Plan priorities through investing in our staff's wellbeing as well as skills, helping them perform at their very best. We encourage a 'can do' culture across the

organisation where people feel more confident and empowered.

We maintain our focus on inclusion and diversity

This aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities.

The 'breakthrough' approach that has served us so well in bringing together multi-disciplinary teams from across council services, partners and communities to tackle key challenges also continues, with a specific 'task and finish' focus on programmes and projects that support our strategic priorities and help address future financial challenges.

With the reopening of a refurbished Merrion House in 2018, many of our front-line council services are in one place, improving customer access in the city; the ongoing rollout of Community Hubs serving as focal points for members of the public in

other parts of Leeds. While face-to-face customer contact remains important, we are using technology and training to grow people's digital skills, making it easier for staff and citizens to self-serve online and enabling a quicker, more streamlined response to customers who can access services at times that best suit them. This is supported by our work to improve the quality and availability of information provided to customers, staff and elected members based on a range of insight, including stakeholder engagement and data analysis; we remain committed to 'open data' where possible and in compliance with the General Data Protection Regulations. Improved data and insight informs our decision-making, enabling us to better prioritise interventions and resources to where they are most needed.

Underpinning everything we do – our policies, strategies, processes, communications and resilience – and how we work are our values. 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 us.

KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels [reported overall and broken down into Mental health; Musculo-skeletal disorders and Back & neck; Heart & blood pressure]
- Reduction in workplace accident and incident reports [with a specific reduction in absence related to violence & aggression and manual handling]
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders raised through the council's financial management system that are placed with local suppliers, the third sector and small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales [both Freedom of Information and Subject Access Requirement requests]



Leeds City Council: a council which is honest, fair, good with money, joined up and proud to make a difference – the Best Council in the UK.

Our Values – underpinning everything we do and how we work



Being open, honest and trusted

– I can be my best



Treating people fairly

– It feels like I count.



Spending money wisely

– I make every pound go further

Working as a team for Leeds

– I am part of a team with a 'can do' attitude



Working with people, engaging all communities

– I am proud to make a difference



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CULTURE

- Growing the cultural and creative sector
- Ensuring that culture can be created and experienced by anyone
- Enhancing the image of Leeds through major events and attractions

We believe culture has a vital role to play in realising our Best City ambition.

Page 77

Our approach set out in the Leeds Culture Strategy is to promote a positive attitude towards culture, focussing on the contribution it can make to the city's confidence, profile and economy and to wider community cohesion.

Hola
Cześć
170
different languages spoken in the city
नमस्ते
Привет



In 2016 the creative industries in Leeds provided

22,500 JOBS

Leeds has been selected to be part of the prestigious 'Pilot Cities' European project, a peer-learning programme which will help us benchmark key elements of our Culture Strategy with other cities, learning from each other.

Our approach is rooted in our communities and takes a wide definition of culture.

We aim to embed it across such diverse areas as urban regeneration, education and health and wellbeing.

More detail on the issues, planned activity and work in progress:

- Leeds Culture Strategy



Leeds West Indian Carnival celebrated its
50th ANNIVERSARY
in 2017

Our objectives are:

- For the city to value and prioritise cultural activity, using it as a means of improving the quality of life of every person and every community in Leeds;
- For culture to build respect, cohesion and coexistence between and within communities and individuals;
- For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone;



The Times voted Leeds as the
NUMBER ONE CULTURAL PLACE
to live in Britain
(The Times March 2017)



- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;

- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;

LEEDS 2017 TRIATHLON HIGHLIGHTS:



According to the BBC, the viewing figures for the event peaked at
2 million+

Live TV coverage by the BBC for
6 hours
on the Sunday, including edited highlights of the Saturday events held at Roundhay Park

Estimated additional spend in the city (excluding residents) of **£1.2m+**

3,000 PEOPLE took part in the amateur events from juniors and novices, to leading amateur athletes
(Source: WTS website).



Estimated **70,000+** **ROADSIDE SPECTATORS**

LARGEST CITY PARKS in Europe

Roundhay Park is the largest park in Leeds and is one of the



KPIs

How we will measure progress and achievements

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds
- The Leeds Culture Strategy delivery plan is in development at the time of writing; this may lead to additional KPIs being added to the Best Council Plan in-year in relation to this priority.


- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative; and
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.



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Best Council Plan Scorecard: Latest results for April 2018 reporting and publication

Key: YTD = Year to date

Best Council Plan Ambition & Priority	Portfolio Service Area	Jul-17	Oct-17	Jan-18	Latest results for April 2018 reporting
Best Council KPIs					
 Efficient & Enterprising Organisation					
More apprentices employed by the council	HR	228 apprentices (June 2017)	187 apprentices (August 2017)	204 apprentices (December 2017)	260 apprentices (31 March 2018)
Lower average staff sickness levels	HR	9.36 days 10.53 days (excl schools) (June 2017)	9.41 days 10.54 days (excl schools) (September 2017)	9.58 days 10.73 days (excl schools) (December 2017)	9.75 days 10.78 days (excl schools) (March 2018)
All staff have appraisals and mid-year reviews	HR	98% of council staff had a year-end appraisal in 2016/17	N/A	N/A	95.82% of council staff had a mid- year appraisal in 2017/18
Minimise over/underspend for this financial year	Financial Services	£4.460m overspend (Period 3)	No overspend projected (Period 6)	No overspend projected (Period 9)	£7.857m underspend (Period 11)
Growth in business rates	Financial Services	Q1: £1.72m increase (0.4%)	£3.04m growth (cumulative)	£4.66m growth (cumulative)	£5,359,153 growth (cumulative) 1.25%
Improved council tax collection rate	Financial Services	96.1% (Forecasted outturn) 28.25% (as at 30/06/2017)	96.1% (Forecasted outturn) 54.77% (as at 30/09/2017)	96.1% (Forecasted outturn) 81.37% (as at 31/12/2017)	96.1% (Forecasted outturn) 93.3% (as at 28/02/2018)
Increased % of ICT service desk calls fixed at the first point of contact	Digital and Information Services (DIS)	78.92% (June 2017)	78.35% Q2 Jul-Sep 2017	73.35% Q3 December 2017	77.05% Q4 March 2018
ICT system / service availability	Digital and Information Services (DIS)	99.89% Q1 Apr-Jun 2017	99.67% Q2 Jul-Sep 2017	99.84% Q3 Oct-Dec 2017	99.78% Q4 Jan-Mar 2018

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 18th June 2018

Subject: Work Schedule

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

1 Purpose of this report

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

2 Main issues

- 2.1 A draft work schedule is attached for consideration. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve recommendation tracking of work previously undertaken by the Strategy and Resources Scrutiny Board; performance monitoring reports and any Budget and Policy Framework Plans.
- 2.2 Members are also requested to reflect on all the information presented during today's meeting and the discussion with those present at the meeting to draw up a list of potential areas for Scrutiny for the forthcoming municipal year.

3. Recommendations

- 3.1 Members are requested to;
- (a) Consider and approve the work items already reflected within the attached draft work schedule.
 - (b) Reflect on all the information presented during today's meeting and the discussion with those present at the meeting to draw up a list of potential areas for Scrutiny for the forthcoming municipal year.

- (c) Request that the Chair and the Principal Scrutiny Officer consult with the relevant Director and Executive Board Members regarding resources in line with the agreed Vision for Scrutiny and report back to the next meeting with a more detailed work programme.

4. Background papers¹

4.1 None used

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

Scrutiny Board (Strategy & Resources) Work Schedule for 2018/2019 Municipal Year

June	July	August
Meeting Agenda for 18th June 2018	Meeting Agenda for 16th July 2018	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance Update (PM)	Financial Outturn/Financial Health Report (PM)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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

Scrutiny Board (Strategy & Resources) Work Schedule for 2018/2019 Municipal Year

September	October	November
Meeting Agenda for 10th September 2018	No Scrutiny Board meeting scheduled	Meeting Agenda for 12th November 2018.
Commissioning Inquiry (RT) Draft Licensing Authority Policy Statement 2019-2021 (PDS) - <i>TBC</i>		
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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

Scrutiny Board (Strategy & Resources) Work Schedule for 2018/2019 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled.	Meeting Agenda for 14th January 2019	Meeting Agenda for 11th February 2019
	Performance report (PM) Financial Health Monitoring (PSR) 2019/20 Initial Budget Proposals (PDS) Best Council Plan Refresh – Initial Proposals (PDS)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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

Scrutiny Board (Strategy & Resources) Work Schedule for 2018/2019 Municipal Year

March	April	May
No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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