
SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 1st April, 2019 at 11.00 am

(A pre-meeting will take place for ALL Members of the Board at 10.30 a.m.)

MEMBERSHIP

Councillors

- G Almas - Beeston and Holbeck;
- A Blackburn - Farnley and Wortley;
- S Firth - Harewood;
- P Grahame (Chair) - Cross Gates and Whinmoor;
- R Grahame - Burmantofts and Richmond Hill;
- 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
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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p>DECLARATION OF 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 - 11 FEBRUARY 2019</p> <p>To confirm as a correct record, the minutes of the meeting held on 11th February 2019.</p>	1 - 8
7			<p>NEW PROCUREMENT STRATEGY 2019-2024</p> <p>To consider a report from the Chief Officer Financial Services which provides an update and invites comments from the Scrutiny Board on the draft New Procurement Strategy.</p>	9 - 68
8			<p>MAXIMISING THE APPRENTICESHIP LEVY - SCRUTINY WORKING GROUP SUMMARY NOTE</p> <p>To consider a report from the Head of Governance and Scrutiny Support which presents a summary of the Scrutiny Working Group meeting held on 14th December 2018 around maximising the Apprenticeship Levy.</p>	69 - 74

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9			<p>RESILIENCE AND EMERGENCY PLANNING - DRAFT STATEMENT OF THE SCRUTINY BOARD</p> <p>To consider a report from the Head of Governance and Scrutiny Support presenting the Board's draft Statement following its review of resilience and emergency planning arrangements in Leeds.</p>	75 - 86
10			<p>EMBRACING DIGITAL TECHNOLOGY SOLUTIONS - DRAFT SCRUTINY INQUIRY REPORT</p> <p>To consider a report from the Head of Governance and Scrutiny Support presenting the Board's draft report following its inquiry on 'Embracing Digital Technology Solutions'.</p>	87 - 88
11			<p>CULTURE STRATEGY DELIVERY PLAN - UPDATE</p> <p>To consider a report from the Director of City Development presenting an update on the progress of the Culture Strategy Delivery Plan.</p>	89 - 100
12			<p>WORK SCHEDULE</p> <p>To consider the report of the Head of Governance and Scrutiny Support regarding the Scrutiny Board's work schedule for the 2018/19 municipal year and outline proposals for the 2019/20 municipal year.</p>	101 - 132
13			<p>DATE AND TIME OF NEXT MEETING</p> <p>To be confirmed.</p>	

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

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 11TH FEBRUARY, 2019

PRESENT: Councillor P Grahame in the Chair

Councillors G Almas, A Blackburn,
K Brooks, S Firth, R Grahame, D Jenkins,
J McKenna, M Robinson and P Wray

64 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

65 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

66 Late Items

There were no formal late items.

However, supplementary information was tabled at the meeting with the Boards agreement in relation to Item 11 – The Management and financial implications of void properties in Council ownership – Draft statement of the Scrutiny Board.

67 Declaration of Disclosable Pecuniary Interests

No declarations of disclosable pecuniary interests were made.

68 Apologies for Absence and Notification of Substitutes

An apology was received from Cllr. Smart. Cllr. Brooks attended the meeting as Cllr. Smart's substitute.

69 Minutes - 21st January 2019

RESOLVED – That the minutes of the meeting held on 21st January 2019 be approved as a correct record.

70 Elections, Registrars and Land and Property Search Services Performance Report

The report of the Director of Communities and Environment presented a summary of Elections, Registrars and Land and Property Search Services performance against the strategic priorities for the council and the city.

In attendance at the meeting were:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Gareth Moore – Land and Property Search Manager
- Susanna Benton – Electoral Services Manager
- Steve Coupe – Chief Superintendent Registrar

Discussions took place on a number of issues highlighted in the report. Responding to questions from Members the following information was provided:

- It was reported that the number of voters registered at the universities was low due to new GDPR legislation which prevents the Electoral Registration Officer being able to block register students. Officers agreed to provide a breakdown of student numbers on the register of electors.
- The Board noted that the Elections Office is working to increase student numbers by sending out invites to register; door step canvassing; and holding events at the universities. Universities were also being encouraged to capture key information as part of their own registration processes.
- It was noted that current legislation allows for students to register at home and at university, therefore they would potentially be able to vote twice during local elections. It was acknowledged that more students tend to register to vote during a general election or referendum. Whilst only being allowed one vote at general elections, the Board learned that there is nothing in place nationally to ensure that students are not voting twice in general elections.
- Whilst acknowledging that information on the voting registration form cannot be altered, the Board suggested that the Council could perhaps attach a covering letter to help explain more about the individual's rights and the process itself. It was noted that a pictorial guide is already used currently, but a covering letter could also be considered.
- The Board also discussed the number of non-UK voters registered in Leeds and the work being undertaken to try and increase this number.
- The 'tell us once' service was explained. It was noted that this service has the capacity to signpost to other services such as counselling, bereavement services and third sector agencies. Linked to this, the Board expressed the need to ensure that relevant frontline staff receive appropriate training to enable them to deal with such sensitive matters.
- The Board raised concerns at the potential loss of £250K when land searches are moved to Nottingham. Members heard that in Leeds land searches are conducted quickly. However, this was not the case nationally which is why the decision to move to Nottingham had been taken. There was no confirmed date for the service to be moved.

During discussions, Cllr. Robinson had disclosed that he had recently attended the Registrars Service in relation to his forthcoming wedding and praised the level of service he received. The Chair and the Board then formally congratulated Cllr. Robinson on his forthcoming wedding.

In conclusion, the Chair also thanked the officers for attending and gave general praise for the level of service being provided.

RESOLVED - To note the content of the report.

71 Business Rates Appeals

Further to its meeting last month, the Scrutiny Board expressed a wish to continue discussions around ways of addressing local authority exposure to business rates appeals risk and volatility. To help inform the Board's discussion, the following information was appended to the report of the Head of Governance and Scrutiny Support:

- Appendix 1 – An extract from the report presented to the Scrutiny Board in November 2018 (updated to 31/12/19) detailing factors linked to the continuing volatility of business rates income, including the appeals process.
- Appendix 2 – A briefing paper on the reduction in appeals numbers in 2018/19 and the incidence of the cost of appeals provisions since 2013/14.

In attendance at the meeting were:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Doug Meeson – Chief Officer, Financial Services
- Richard Ellis – Head of Finance
- Mark Amson – Business Rates Manager

In consideration of the report, the following key points were raised:

- The Board noted that at the end of December 2018, there were 1,475 appeals still outstanding from the 2010 valuation list.
- Whilst acknowledging that no appeals had yet been registered in relation to the 2017 valuation list, Members were informed that it was still early days.
- The appeals process is now digitised and requires more evidence to be provided to justify claims for appeals to be submitted. As such, it was hoped that the change in the appeals process would help to reduce future levels of appeals being registered;
- The Board acknowledged that outstanding appeals cause difficulties for the Council with regard to financial planning and that even though 9 appeals still remain outstanding from the 2005 valuation list, the Council was unable to move the VOA to a resolution quickly. Linked to this, it was noted that the VOA was also experiencing resource pressures.
- The Board discussed the distinctions made between the collection of Business Rates and Council Tax as particular reference was made to

levels of written-off debts during a downturn when it is not economical to collect money owed for business rates.

- It was noted that when a business ceases to exist, the debt also ceases. Whilst acknowledging that Companies House can be used to gather information on Phoenix companies, Members expressed an interest to understand more about the rules surrounding Phoenix companies and the role of the Insolvency Agency.
- Members were also informed that where a business goes into administration, they are usually up to date with their business rates and therefore there is usually no loss to the Council.
- Clarity was provided to the Board in regard to Mandatory Charity Relief which is awarded to academies. Reference was also made to the 'Mazaars Case' and its impact on small business rates relief.

RESOLVED – To note the content of the report.

The Chair advised the Scrutiny Board that Doug Meeson was leaving the Council at the end of March and therefore thanked him for all his support and advice provided to the Scrutiny Board. The Board also showed their appreciation with a round of applause.

72 Employee Health and Wellbeing

The report of the Director of Resources and Housing updated the Board in relation to employee health and wellbeing.

In attendance at the meeting were:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources and Housing
- Chris Ingham – Head of Health and Safety
- Sarah Byrne – HR service Manager

Members were advised of the following points:

- That a previous performance report had come to the Board in January 2018;
- That the Council has a moral duty to look after its staff as a healthy organisation is also a better organisation, and that this links in with the wider public health agenda for the city too;
- Members' attention was drawn to the graphs presented within the submitted report.

In response to questions from the Board the following information was provided:

- The Board learned that flu jabs are made available to Council staff, especially if they work in a public contact area;
- It was noted that information could be broken down to provide specific details in relation to types of illness, recognising the spectrum of

mental health issues; seasonal indicators; and demographics of city and work area;

- The Board acknowledged the Council's commitment to Mental Health Champions in the long term and that support and assistance is offered to employees in variety of forms including, counselling and training;
- It was acknowledged that mental health issues would not always be work related and that support and assistance would be offered in all cases;
- It was noted that initiatives such as the blood pressure programme were ongoing to ensure the health of the organisation.

RESOLVED –

- a) To note the content of the report.
- b) That the Board be provided with the information requested.

73 Update - Staff Survey

The report of the Director of Resources and Housing provided a summary of the proposals for the Council's Staff Survey, which is due to launch in Spring 2019.

In attendance were:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources and Housing
- Susan Podmore – HR service Manager
- Frank Perrins – Research and Satisfaction Manager

The report provided an outline of an updated Staff Survey approach to specifically improve the uptake in front line services where employees do not have access to a computer as part of their everyday roles.

Responding to Members questions and comments the Board were informed of the following points:

- Collaborative work is ongoing with trade unions to look at how best to engage with hard to reach staff such as school staff, outside workers and those who do not have regular access to computers;
- The new system now allows links to smart phones. Therefore, the opportunity to use text messages and Whats App are now available;
- It was acknowledged that there are cultural changes with more staff having the opportunity to work from home and that this factor could perhaps be reflected in the survey next time;
- Benchmarking with other cities does take place and alongside other authorities Leeds was performing well;
- It was recognised that Civic Enterprise do well engaging with a dispersed workforce and undertake appraisals and surveys with 100% completed at mid-year review;

RESOLVED - To note the content of the report.

Cllr. Robinson left the meeting 12:30pm at the conclusion of item 10.

74 The management and financial implications of void properties in Council ownership - draft Statement of the Scrutiny Board

The report of the Head of Governance and Scrutiny Support requested the Board to consider and agree its formal Statement in relation to its review of the management and financial implications of void properties in Council ownership.

The draft Statement was circulated separately and tabled at the meeting with the agreement of the Members.

In attendance were:

- Councillor James Lewis – Executive Member Resources and Sustainability
- Neil Evans – Director of Resources and Housing
- Mark Mills – Head of Asset Management

In consideration of the Board's draft Statement, the Director of Resources and Housing had thanked the Scrutiny Board for their good work.

Discussions took place in relation to lease buildings. It was noted that Asset Management would work with Corporate Property Management to monitor leased buildings and work with the leaseholder to ensure that the building comes back after the lease period in a good condition.

RESOLVED - To formally agree the Statement of the Scrutiny Board in relation to the management and financial implications of void properties.

Cllr Wray vacated the meeting at 12:35pm during item 11.

75 Work Schedule

The report of the Head of Governance and Scrutiny Support requested the consideration of the Board's work schedule for the remainder of the municipal year.

Members were informed of a meeting to be held on 28th February 2019 at 10:30am to look at emergency planning. It was noted that invites had been sent out to all Board Members.

RESOLVED - That the work schedule be updated to reflect the discussions of the Board during today's meeting.

76 Date and Time of Next Meeting

The next meeting of the Strategy and Resources Scrutiny Board will be Monday 1st April 2019 at 11:00 am, with a pre meeting for all Board Members at 10:30am

The meeting concluded at 12:40 pm.

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Report of the Chief Officer – Financial Services

Report to Scrutiny Board (Strategy and Resources)

Date: 1st April 2019

Subject: New Procurement Strategy 2019 - 2024

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. Leeds City Council continually seeks to reduce expenditure, improve outcomes and deliver value for money from the goods, works and services that it buys. The Council currently spends approximately £800 million externally each year, across both revenue and capital. We use a variety of contracts, from simple purchase orders to long-term partnership agreements. Some contracts are with a single provider, others are frameworks or dynamic purchasing systems with multiple providers.
2. Following a period of consultation, Procurement and Commercial Services (**PACS**) has drafted its updated procurement strategy for 2019 – 2024 (the **New Procurement Strategy**). This report sets out the proposed key areas of the New Procurement Strategy, including a statement of the aims to be achieved through procurement. The New Procurement Strategy is attached to this report at Appendix 1.
3. The New Procurement Strategy seeks to secure a range of benefits for the Council – improved value for money, improved governance and assurance, improved social value, improved engagement with our strategic suppliers, improved contract management and improved commercial opportunities, all of which aim to support the Council’s wider ambitions set down in the Best Council Plan 2018-19 to 2020-21.
4. The New Procurement Strategy also identifies 4 “enablers” which need to be addressed and developed in order to support the Council’s achievement of the ambitions set out in the New Procurement Strategy, and KPIs to measure and monitor progress.

Recommendations

Scrutiny Board is recommended to:

- note the contents of the draft New Procurement Strategy; and
- provide comments that they may have on the draft New Procurement Strategy.

1. Purpose of this report

- 1.1. To provide an update to the Board in relation to the New Procurement Strategy and invite any comments that the Board may have in such regard.

2. Background information

2.1. The Council procures a very wide range of goods, works and services, including front-line services and back-office support. The Council's spend with third parties through procurement and commissioned activity remains close to £800m per annum.

2.2. The Council's current procurement strategy has been in place since 2011. The current strategy focuses on the following key aims:

2.2.1. Efficiency: Ensuring the Council gets maximum value from every pound that is spent through best value and innovative procurement practice; a consistent approach and one council approach to commissioning; a clearly identified and practised savings strategy and the implementation of a category management approach to procurement.

2.2.2. Governance: Ensuring the Council has appropriate and proportionate controls, systems and standards to manage procurement risk and to comply with legal requirements.

2.2.3. Improvement: Seeking new ways to develop and improve the Council's procurement and commissioning activities, and exploring how those activities can deliver the council's wider strategic outcomes.

2.3. It provides for a category management approach to procurement, which allows procurement resources to focus on specific areas of spend and enables category managers to focus their time and conduct on in depth market analysis to fully understand changes in the market and leverage their procurement decisions on behalf of the whole organisation, and to support bulk buying where appropriate, in order to improve quality, savings and efficiency.

2.4. It also advocates a whole lifecycle approach, defining clear roles and responsibilities, and providing a suite of documentation which can be tailored proportionately to the risks and value of procurement activity.

2.5. Measures such as those referred to above have facilitated procurement savings in the value of approximately £30m over the term of the Council's current procurement strategy.

3. Main Issues

3.1. The Council's existing procurement strategy is heavily focused on best value and procurement processes. However, during the period of the current procurement strategy, both the Best Council Plan 2018-19 to 2020-21 (the **Best Council Plan**) and the Local Government Association's National Procurement Strategy for Local Government in England 2018 (the **National Procurement Strategy**) have been published.

- 3.2. The Best Council Plan identifies the best city ambition of a “strong economy and a compassionate city” and the best council ambition of “an efficient and enterprising organisation”. It also identifies inclusive growth as a best city priority.
- 3.3. The National Procurement Strategy identifies three themes for focus which its consultation has shown reflects local government’s priorities for the next four years:
- showing leadership;
 - behaving commercially; and
 - achieving community benefits.
- 3.4. While clearly best value and good governance must remain cornerstones of our procurement activity (and the Council relies on continuing procurement efficiencies to support the achievement of a balanced budget each year), it is equally clear from the Best Council Plan and the National Procurement Strategy that the Council’s procurement strategy must be developed further in order to provide much greater focus on delivering maximum benefits locally from Council spending.

Procurement Strategy Review

- 3.5. The National Procurement Strategy is accompanied by a self-analysis toolkit which has been developed to support its delivery by helping councils to understand their maturity levels in key areas of procurement strategy, to set appropriate objectives in relation to those maturity levels and to assess their own progress against those objectives.
- 3.6. In determining the Council’s baseline level of procurement maturity, the Local Government Association indicated that scoring should be done on the basis of the weakest level of attainment in the Council rather than attempting to arrive at an average. In order to determine where the weakest level lies within the Council, PACS consulted with commissioning/procurement staff across the Council and the current maturity level has been set at the weakest level within the Council. The results can be found in Appendix 2 of the New Procurement Strategy.

Outcomes of Review

- 3.7. In developing the New Procurement Strategy, PACS has taken into account significant current procurement related issues, such as social value, and robustly challenged the maturity level of the Council in respect of procurement in order to set appropriate targets for improvement.
- 3.8. The following five priority areas have been identified in the New Procurement Strategy:
- 3.8.1 **Value for money and efficiency.** We will: seek to ensure the Council gets maximum value from every pound that is spent through best value and innovative procurement practice; adopt a consistent corporate approach to commissioning; adopt a clearly identified savings strategy; and continue a category management approach to procurement.
 - 3.8.2 **Governance.** We will ensure compliance with the Contract Procedure Rules, the Council’s Constitution and public procurement law (including

the Public Contracts Regulations 2015) in order to manage procurement risk and to comply with legal requirements.

3.8.3 **Social value.** We will seek to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required, and at no extra cost. In this regard a social value framework guidance document is in the process of being developed (the **Social Value Framework**). While much progress has been made in respect of social value through procurement, and this has been reported to Executive Board previously, further work is needed to draw together examples of social value achieved and provide advice and support to commissioners as to social value opportunities in procurement. The New Procurement Strategy KPIs anticipate that PACS will be responsible for reporting to Executive Member and Scrutiny Board, and managing and delivering social value across procurement and commissioning, and will provide relevant officers with social value training. Currently there is no resource available to undertake this role, and this will need to be addressed in due course in order to maximise social value outcomes and realise the Council's ambitions.

3.8.4 **Commercial opportunities.** We will seek new ways to develop and create commercial opportunities through procurement and commissioning activities, not just by promoting revenue generation, but by looking at how we engage with, and influence, the marketplace and potential suppliers in order to drive innovation and develop new ideas around service delivery.

3.8.5 **Strategic supplier engagement and contract management:** We will manage our strategic supplier relationships through continuous engagement with them. We will also ensure effective management of all contracts from beginning to end in order to control costs, obtain the quality outcomes and performance levels set out in the contract and minimise the level of risk.

3.9 These are all areas where procurement can make a major contribution to achieving the Council's ambitions.

3.10 The New Procurement Strategy also identifies a number of "procurement enablers" which are the cross-cutting issues that we will need to address if we are to realise our ambitions. These enablers cover:

- ensuring we develop talent by supporting staff to obtain professional qualifications and apprenticeships;
- exploiting digital technology such as electronic tendering, Procure 2 Pay systems, electronic invoicing and using technology to enhance our knowledge management by accessing paper and electronic sources to build comprehensive intelligence about contracts, markets and trends;
- embracing an innovative approach across all Council procurements; and
- embedding change in the organisation by ensuring that senior managers recognise the importance of procurement and contract management, and promoting it as a way of leading and managing organisational change.

- 3.11 Using the maturity levels identified in the New Procurement Strategy we also identified relevant KPI's against which to measure our progress towards the maturity level we realistically believe we can achieve by 2021 and 2024. These KPI's are set out at Appendix 3 of the New Procurement Strategy.
- 3.12 A copy of the draft New Procurement Strategy is appended to this report at Appendix 1. Members of the Board are invited to provide comments that they may have on the draft New Procurement Strategy.

Implementation

- 3.13 This report describes proposals for a New Procurement Strategy for the Council, which will require a transition from current practice to new practice.
- 3.14 Many aspects of the New Procurement Strategy mirror the existing strategy and will not change, such as:
- 3.14.1 each directorate will remain accountable for the procurements that they undertake in order to deliver the services and secure the outcomes that they are responsible for;
 - 3.14.2 directorates owns the preparation of the specification and the evaluation criteria, and takes all decisions in relation to the procurement including the proportion of the budget to be allocated to the contract, the decision to commence a procurement, and which organisation to award the contract to;
 - 3.14.3 directorates are accountable for mobilising, managing, and exiting the contract;
 - 3.14.4 PACS will continue to develop as a centre of excellence and be accountable for providing a central source of expertise, advice and support, providing check and challenge as appropriate;
 - 3.14.5 PACS will remain responsible for working with directorate colleagues through the use of category teams to ensure consistency of approach and advice and to ensure that procurement staff have appropriate knowledge and experience in respect of the relevant category of spend; and
 - 3.14.6 PACS will continue to act as a central source of management information with respect to the council's procurement activity and performance, including spend analysis. It will be responsible for maintaining the council's electronic tender system, for publishing a register of contracts awarded and for publishing a calendar of the council's planned procurement activities.
- 3.15 However, following adoption of the New Procurement Strategy, actions will be required as follows:
- 3.15.1 Finalising updates to supporting procurement documents and CPRs. Of particular significance is the ongoing development (in consultation with third sector representatives and the People's Commissioning Strategic

Group) of a Social Value Framework which is a toolkit to support implementation within procurement activity of the Social Value Charter;

3.15.2 Publishing the New Procurement Strategy and supporting documents on InSite within toolkits dedicated to procurement and category management and with key further communication as to their update on the InSite carousel;

3.15.3 Rolling out training on the New Procurement Strategy and updated documents for relevant staff;

3.15.4 continued engagement with key stakeholders to support implementation and fine tuning;

3.15.5 Category teams within PACS to work closely with commissioning staff within directorates to ensure compliance with CPRs and use of the correct documentation and governance processes;

3.15.6 cross-council Procurement Practitioner Group and Commissioners' Procurement Group to each meet regularly to share issues and best practice, with training sessions organised for procurement staff and commissioners when new significant policy changes (such as the New Procurement Strategy) are implemented; and

3.15.7 PACS management representatives on commissioning boards in service areas across the Council.

3.16 It is anticipated that the desired maturity levels will for the most part have been achieved within the next 2 years. However, where the desired maturity level extends beyond this, it is anticipated that these processes will be fully embedded into day-to-day working practices during the period of the New Procurement Strategy. In any event, performance and progress will be measured on an annual basis and reported to both this Board and the Corporate Governance and Audit Committee.

4. Corporate Considerations

4.1. Consultation and Engagement

4.1.1. There has been significant consultation on the draft procurement strategy, and social value framework and guidance. In particular, consultation has taken place with the People's Commissioning Group, Public Health Programme Board and the Corporate Procurement Group. In addition a workshop has been held to which all commissioning colleagues within directorates were invited, in order to determine the corporate maturity levels and comments from these briefings have been incorporated into the New Procurement Strategy. Further, a report as to the proposals for the New Procurement Strategy was taken to and received support from Executive Board in December 2018, and the New Procurement Strategy has also been the subject of a recent report to the Corporate Governance and Audit Committee.

4.1.2. There has not been any consultation with the general public on these proposals as there is no direct impact on the general public from these reviews.

4.2. Equality and Diversity/Cohesion and Integration

4.2.1. An equality impact assessment screening has been completed. The screening form is attached at appendix 2 and highlights the importance of screening categories and procurements for their equality impacts and responding accordingly in line with the council's equality and diversity policies.

4.2.2. The outputs from the programme include prompts and tools to support appropriate consideration of equality and diversity throughout the procurement lifecycle

4.3. Council policies and City Priorities

4.3.1. The vision from the Best Council Plan is for Leeds to be a compassionate, caring city that helps all its residents benefit from the effects of the city's economic growth. These values frame the New Procurement Strategy which will seek to deliver the Council's best city and best council ambitions.

4.4. Resources and value for money

4.4.1. The costs of delivering the programme to date have been internal staffing costs. During the proposed period of the New Procurement Strategy, the costs will continue to be internal staffing costs, however it is anticipated that the focus for achieving social value outcomes through procurement activity will move towards PACS and away from directorate staff. PACS senior management will develop proposals for a restructure to reflect this increased workload.

4.4.2. The outputs from the New Procurement Strategy include a review of the Category Team Structures and guidance/toolkits to support consideration of social value throughout the procurement process, including tools to track savings opportunities and to support resource allocation which is proportionate to the value, risk and complexity of the relevant issue or task.

4.5. Legal Implications, Access to Information and Call In

4.5.1. There are no specific issues in this report with respect to these matters.

4.5.2. This report is for information and comment and therefore is not eligible for Call-In. There are no grounds for keeping its contents confidential under the Access to Information Rules.

4.5.3. The Council's approach to procurement satisfies all necessary legal and regulatory obligations. The template documents and toolkits will continue to be reviewed, including any refresh necessary to accommodate anticipated changes to Public Contracts Regulations 2015 due to Brexit through amended UK Public Procurement Regulations.

4.6. Risk Management

4.6.1. The New Procurement Strategy will improve the Council's risk management when conducting procurements and managing contracts.

5. Recommendations

5.1. Scrutiny Board is recommended to:

5.1.1. Note the contents of the New Procurement Strategy; and

5.1.2. provide comments that they may have on the draft New Procurement Strategy.

6. Background documents¹

6.1. 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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Leeds City Council Procurement Strategy

2019 to 2024

Foreword by Procurement & Commercial Services (PACS)

This strategy outlines our aims for 2019-2024, and shows how procurement will contribute towards achieving the priorities set down in the [Best Council Plan 2018-19 to 2020-21](#).

The council spent in excess of £800 million during 2017-18 on the procurement of its goods, works and services. It is our duty to ensure this money is spent in the most effective way and delivers value for money.

Procurement has driven the release of savings through efficient procurement in the council for many years. In 2018-2019, Procurement and Commercial Services continued to generate savings for the council and in the coming years we will see further targets being set for procurement savings.

As well as delivering efficient procurement, it is essential to deliver effective procurement – that is, procurements that comply with our internal governance and external legal obligations, minimising risk of challenge.

These two critical elements of procurement (efficiency and effectiveness) were recognised by the previous procurement strategy. While they remain cornerstones of the updated strategy, we also recognise that procurement has a significant role to play in helping the council deliver all of its priorities. By ensuring we achieve the desired outcomes from our all contracts, in accordance with our values, we will demonstrate that we are efficient and enterprising in our procurement activity, in order to support the council's ambition of a strong economy and a compassionate city for all.

Consequently, the 5 key areas for this procurement strategy are:

- **Value for money and efficiency.** We will: seek to ensure the council gets maximum value from every pound that is spent through best value and innovative procurement practice; adopt a consistent corporate approach to commissioning; adopt a clearly identified savings strategy; and continue a category management approach to procurement.
- **Governance.** We will ensure compliance with the Contract Procedure Rules, the council's Constitution and public procurement law (including the Public Contracts Regulations 2015) in order to manage procurement risk and to comply with legal requirements.
- **Social value.** We will seek to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required, at no extra cost.
- **Commercial opportunities:** We will seek new ways to develop and create commercial opportunities through procurement and commissioning activities, not just by promoting revenue generation, but by looking at how we engage with, and influence, the marketplace and potential suppliers in order to drive innovation and develop new ideas around service delivery.

- **Strategic supplier engagement and contract management:** We will manage our strategic supplier relationships through. continuous engagement with them. We will also ensure effective management of all contracts from beginning to end in order to control costs, obtain the quality outcomes and performance levels set out in the contract, and minimise the level of risk.

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1 Introduction

1.1 The council's previous procurement strategy focused on:

- Efficiency - improve outcomes and value for money from the goods, works and services that it buys; and
- Governance - ensuring the council has appropriate and proportionate controls, systems and standards to manage procurement risk and to comply with legal requirements.

1.2 Achieving this vision was achieved by focusing on category management and a whole lifecycle approach, with clear accountabilities, openness and transparency.

1.3 Category management is still considered the best approach as a starting point for procurement activity within the council. Category management allows procurement resources to focus on specific areas of spend which enables category managers to focus their time and conduct on in depth market analysis to fully leverage their procurement decisions on behalf of the whole organisation.

1.4 However, this focus on efficiency and good governance needs be complimented going forward with a much greater focus on delivering maximum benefits locally from council spending thereby helping the council achieve its overall strategic objectives set down in the [Best Council Plan 2018-19 to 2020-21](#).

1.5 This document sets out the council's procurement strategy for the next 5 years (2019-2024) and is centred on our findings using the [National Procurement Strategy for Local Government in England 2018 toolkit](#). Building on the previous strategy, it identifies 5 "key areas" of focus for this strategy. In addition, it identifies four "enablers" which are necessary if we are to achieve the ambitions identified in this strategy. Full details are set out in Appendix 2.

1.6 Over the life of this strategy it will be reviewed accordingly to review progress towards the stated goals and to consider key issues that may arise (e.g. Brexit) so comments, queries, or suggestions for improvement are welcome. Please send an email to PACS.Administration@leeds.gov.uk.

2 Background

- 2.1 The council currently spends approximately £800 million externally each year, across both revenue and capital. We use a variety of contracts, from simple purchase orders to long-term partnership agreements. Some contracts are with a single provider, others are frameworks or dynamic purchasing systems with multiple providers.
- 2.2 The council procures a very wide range of goods, works and services, including front-line services and back-office support. Examples include foster care, home care, homelessness support, energy, vehicles, seeds, catering products, building works, highways repairs and IT software.
- 2.3 As noted at paragraph 1.2, the council utilises a category management approach to procurement. A map of our ideal procurement categories is included at Appendix 1. Unfortunately, resource implications mean we are currently not able to concentrate on all categories as much as we would like, which may have an adverse impact on the council's ability to obtain value for money in terms of both costs and in respect of fully delivering the wider outcomes that could be achieved through increased social value. Our ambition over the life of this strategy is to fully resource to each of these categories – see section 6.
- 2.4 This strategy builds on the councils' achievements under its previous procurement strategy, a major part of which was focussed on making savings. Whilst we operate in a challenging environment, in which savings will always be a factor for consideration, we need a strategy which also focuses on achieving increased outcomes from our procurement activity, at no extra cost. By leveraging our procurement expenditure and engaging with suppliers we can help the council enhance our communities through increased social value.

3 Our approach

3.1 This strategy is not simply about continuing along the same path. It is about using procurement activity to help the council achieve its vision:

“...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”

and to help deliver the council’s strategic ambitions detailed in the [Best Council Plan 2018-19 to 2020-21](#), namely:

- **Inclusive growth:** We will use the procurement and commissioning process to embed the twelve big ideas set out in the [Leeds Inclusive Growth Strategy – 2018-2023](#).
- **Health & wellbeing:** We will use our contracting opportunities to support healthy, physically active lifestyles allowing more people to manage their own health conditions in the community and by enabling people with care and support needs to have choice and control.
- **Child-friendly city:** We will work with businesses and employers to encourage investment and provide opportunities to children and young people, developing their skills and education through improved careers advice, mentoring and work experience.
- **Safe, strong communities:** Through robust contract management we will ensure our contracts deliver quality services to end users and have built-in flexibility so that we can respond to changing local needs quickly and efficiently.
- **Housing:** The council has adopted an ambitious house building plan and is committed to delivering sustainable development through the future construction procurements we undertake.
- **21st century infrastructure:** We will work with colleagues to adopt a cost-effective approach to procurement in order to create an infrastructure ready to meet the city’s requirements in the 21st-century.
- **Culture:** We will contribute to growing the culture and creative sector through effective procurement in support of major events and attractions at various venues throughout the city.

3.2 In order to help the council achieve its vision and strategic ambitions we will concentrate on the five key areas identified and break them down into a

number of priority deliverables, against which we will measure progress and achievements.

3.3 The key areas for this procurement strategy are:

- **Value for money and efficiency.** We will: seek to ensure the council gets maximum value from every pound that is spent through best value and innovative procurement practice; adopt a consistent corporate approach to commissioning; adopt a clearly identified savings strategy; and continue a category management approach to procurement.
- **Governance.** We will ensure compliance with the Contract Procedure Rules, the council's Constitution and public procurement law (including the Public Contracts Regulations 2015) in order to manage procurement risk and to comply with legal requirements.
- **Social value.** We will seek to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required, and at no extra cost.
- **Commercial opportunities.** We will seek new ways to develop and create commercial opportunities through procurement and commissioning activities, not just by promoting revenue generation, but by looking at how we engage with, and influence, the marketplace and potential suppliers in order to drive innovation and develop new ideas around service delivery.
- **Strategic supplier engagement and contract management:** We will manage our strategic supplier relationships through continuous engagement with them. We will also ensure effective management of all contracts from beginning to end in order to control costs, obtain the quality outcomes and performance levels set out in the contract and minimise the level of risk.

3.4 The above are all areas where we believe procurement can make a major contribution. However, this will only be achieved:

- through strong leadership and best use of resources;
- by working closely with commissioners, budget holders, and suppliers; and
- through working in collaboration with our partners in the wider public sector and other stakeholders.

4 Our strategy – Key Areas

4.1 The starting point is to reiterate that we will continue to seek value for money and efficiency, and work with council colleagues to identify and achieve savings, from procurements. We will also continue to apply best practice in governance, and to improve compliance with internal governance processes and our legal obligations.

4.2 To facilitate this, we will continue to adopt a category management approach, where related purchasing is grouped together to take advantage of better intelligence of our buying needs and of what providers have to offer, and to support bulk buying where appropriate, in order to improve quality, savings and efficiency. In addition, we will continue to adopt a whole lifecycle approach, which starts from assessing needs and analysing options, through preparation and procurement, to mobilisation, contract management and exit, to ensure quality outcomes and value for money are achieved.

4.3 However, through our review of the council's procurement maturity described in section 5, we have recognised other key areas that we need to address in order to achieve the priorities set out in section 3.

4.4 Value for money and efficiency

- We will ensure the council gets maximum value from every pound that is spent through best value and innovative procurement practice; we will continue to apply a consistent approach to commissioning, and category management in procurement, thereby delivering savings for the council.
- To identify procurement savings we will be working closely with Corporate Finance, internal audit and service areas to create a realistic methodology and to define responsibilities for the tracking and recording of savings both in terms of value and social outcomes. This will be achieved through monitoring budgeted values against actual tendered contract values, monitoring contract expenditure and volumes, with contract managers routinely reporting on savings, including social value outcomes.

4.5 Governance

- We will comply with legal requirements through our Contract Procedure Rules, the council's Constitution and public procurement law (including the Public Contracts Regulations 2015). We will keep up to date with relevant legislative changes, procurement case law and other evidence of best practice. We will ensure that all council officers involved in procurement activity are aware of their obligations

in this regard. We will take pro-active measures to protect against fraud.

- In addition we will ensure compliance with the council's financial regulations, budgetary control mechanisms (such as "no purchase order, no pay") and officer schemes of delegation for the procurement of all goods, works and services. Further, we will continue to engage with members and senior managers by championing the impact of good procurement practices, developing and maintaining the council's Contracts Procedure Rules and together ensuring a professional and consistent approach through the continued development of good practice documents and toolkits.
- We will facilitate cross-council discussions relating to procurement through the Corporate Procurement Group, Procurement Practitioners Group, attendance at various board meetings and commissioning groups particularly in relation to sharing lessons learnt, best practice and innovations, and we will facilitate access to appropriate training. On a regional level we support programme management of, and participate in, the Strategic Procurement Group (SPG), which is attended by the Heads of Procurement from public bodies through the Yorkshire and Humber region, and which provides a forum and voice for regional procurement collaboration. Collectively the SPG feeds back into the National Advisory Group for Local Government Procurement, which in turn reports to the Local Government Association. Category Managers will also attend category sub-groups (such as Adults and Health) set up via the SPG
- We will ensure we have effective risk management processes in place. New legislation may provide additional challenges and most notably Brexit will require amendments to the Public Contracts Regulations 2015, but these are not expected to be radical. It is anticipated that the key challenges in this area over the coming few years will be managing supply chains and we will be looking at ways to deal with these going forward.

4.6 Social value

- We will seek to improve economic, social and environmental wellbeing from our contracts, over and above the delivery of the services directly required, and at no extra cost. Further, we will seek to explore how those activities can deliver the council's wider strategic outcomes.
- We will support the local economy by ensuring tendering opportunities are made more attractive such that local, small and medium sized enterprises and voluntary, community and faith organisations can bid for work either individually or as part of a consortium. We will also provide support to small and medium sized

enterprises and voluntary, community and faith organisations, including regular market engagement sessions, training and greater publication of tendering opportunities.

- We recognise that despite progress and achievements being made in relation to obtaining social value through procurement activity, the opportunity to achieve maximum social value is not being fully exploited. This is not due to a lack of effort or commitment, but it is a result of the lack of a clearly agreed responsibility for driving and coordinating our approach to social value across the council. Responsibility for pursuing the social value objectives is currently progressed as a result of the effort of individual colleagues and services across the council e.g. Employment and Skills Service. In order to achieve a consistent approach to social value across the council when procuring goods, works and services we have worked with colleagues in Communities and Environment to start development of a Commissioners Social Value Toolkit. The Commissioners Social Value Toolkit identifies employment and skill as a priority which is required to be considered as part of all procurements, alongside “good employer ambitions”. Two other priorities will be identified in due course. The Commissioners Social Value Toolkit will also provide ideas for commissioning economic, social and environmental added value – such as, increasing employment opportunities and routes into employment, spending the Leeds £ in Leeds, improving health and quality of life, building strong communities and reducing negative environmental impacts.
- We will take the lead on coordinating and driving the council’s approach to seeking to deliver social value, including:
 - further developing the Social Value Toolkit in order to improve the consistency and transparency of the council’s requirements for ‘added value’ from its procurement activity; and
 - developing Social Value Guidelines for procurement/commissioning staff which will require consideration of the council’s wider ambitions when undertaking all procurement and commissioning activity.

Such activity will compliment the council’s commitments under the Social Value Charter.

4.7 Commercial opportunities

- As funding shrinks we understand the need to explore new ways to maximise income. In order to protect valuable frontline services and

ensure positive outcomes for local communities we will work with directorates to take a more commercial approach in the activities we undertake by using our assets wisely, offering our services to others across the public and private sectors and selling our commodities to generate income.

- Whilst this procurement strategy concentrates on the priorities that are important to Leeds, the council is committed to operating in an environment where all opportunities for efficiencies and economies of scale are considered and, where applicable, applied. This may include the sharing of resources and/or commitment to specific joint projects/contracts across Leeds and the wider Yorkshire and Humber region. In particular, we will continue to play an active role in SPG.

4.8 **Supplier relationships and contract management**

- We recognise that effective management of strategic supplier relationships can deliver a range of benefits. We will undertake pre-market engagement, develop existing supplier relationships and engage with suppliers in areas of deprivation within Leeds.
- We will analyse the data and intelligence collected to drive supplier performance and achieve improved outcomes for the public, added social value, reduced cost, reduced risk and innovation.
- Effective contract management is key to ensuring that council contracts deliver the outcomes required, and provide a quality service at the right cost and minimal risk. Failure to manage contracts properly may lead to inefficiencies, poor contractor performance or commercial failure which can seriously damage the council's reputation and its ability to deliver effective services and support to our communities. It is therefore essential to budget time and resources in this area and we will work with our commissioners to update the contract management toolkit to ensure it is fit for purpose, and provides the guidance and support required to effectively manage contracts.

5 Enablers

- 5.1 As noted elsewhere, the key areas of “Value for Money and Efficiency” and “Governance” have formed part of the council’s procurement strategy for several years. As such, work has been ongoing to recognise and deliver savings opportunities in respect of procurement. Similarly, the council has made great strides in adopting best-practice governance in respect of procurement, and this has supported the improvement in delivering spend which is “on contract” and reducing reliance on waivers of the council’s CPRs. As part of this strategy we will work with colleagues across the council to further improve in respect of these 2 key areas, and deliver the commitments at sections 4.4 and 4.5.
- 5.2 In order to understand areas where our procurement practices can be developed and enhanced we have worked through the themes and key areas set out in the [National Procurement Strategy for Local Government in England 2018 \(National Procurement Strategy\)](#) to identify the council’s current level of procurement maturity. Utilising the National Procurement Strategy toolkit has helped us to:
- a) identify a further three key areas of focus for our procurement strategy (“social value”, “commercial opportunities” and “Supplier relationships and contract management”); and
 - b) identify the level of maturity we believe the council can realistically achieve over the next five years in relation to these areas.
- 5.3 In determining the council’s baseline level of maturity in these three areas, the Local Government Association indicated that scoring should be done on the basis of the weakest level of attainment in the council rather than attempting to arrive at an average. In order to determine where the weakest level lies within the council, we consulted with commissioning/procurement staff across the council and the current maturity level has been set at the weakest level within the council. The results are attached at Appendix 2.
- 5.4 Using our findings at Appendix 2 as a baseline, we have identified the maturity levels we realistically believe we can achieve in these three new key areas by 2024.
- 5.5. We have also devised a number of KPI’s against which to measure our progress towards our goals in respect of all five key areas. These KPI’s are set out at Appendix 3.

5.6 Finally, we have adopted the “enablers” identified in the National Procurement Strategy which need to be addressed and developed in order to support the council’s achievement of these ambitions and KPIs:

- Developing talent – see section 6 (Procurement professionals);
- Exploiting Digital Technology;
- Enabling innovation;
- Embedding change.

5.7 As we did in respect of the three new key areas of this strategy, we have also utilised the National Procurement Strategy toolkit to identify our current maturity level as a council in relation to each of these “enablers”, along with how we can realistically improve over the next five years in our application of these “enablers”.

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6 Procurement professionals

- 6.1 To deliver a world class procurement service requires appropriately skilled and experienced staff. We will continue to support the training and development of our staff to maintain and raise standards across the profession. This will include informal coaching and training, and more formal training and professional qualification through CIPS (the professional body) and QA (the council's training provider).
- 6.2 Procurement and commissioning staff across the council will also continue to share issues, lessons, best practice and innovations.
- 6.3 Each directorate remains accountable for the procurements and commissioned services that they need, to deliver the services and secure the outcomes that they are responsible for, including in some cases joint procurement with partners such as the health service and including in some cases procurement on behalf of other directorates, for example energy. The directorates own the preparation of the specification and the evaluation criteria, and take all decisions in relation to the procurement, in line with the governance procedures and decision-making rules laid down in the constitution. This includes the proportion of the budget to be allocated to the contract, the decision to commence a procurement, and which organisation to award the contract to. The directorate is then accountable for mobilising, managing, and exiting the contract.
- 6.4 We are accountable for providing a central source of expertise, advice and support and providing check and challenge as appropriate. At a more detailed level, it is imperative that directorates involve PACS at the earliest opportunity to ensure the most appropriate procurement route is identified and used. PACS will work with directorate colleagues via the established category teams, to ensure consistency of approach and advice. PACS will ensure that procurement staff have appropriate knowledge and experience in respect of the relevant category of spend. Each category team will include specialist staff with high levels of expertise who can provide support to directorates in developing strategic approaches and in delivering highly complex or sensitive procurements, in addition to staff who can support more straightforward procurements. As noted elsewhere, unfortunately, resource implications mean we are currently not able to concentrate on all categories as much as we would like, which may have an adverse impact on the council's ability to obtain value for money in terms of both costs and in respect of fully delivering the wider outcomes that could be achieved through increased social value. We aim to address this by creating new category manager posts, and providing procurement training/ apprenticeship opportunities (as identified at sections 6.1 and 6.2) in order to provide staff with opportunities for career development.

- 6.5 The category teams will have access to specialist in-house commercial expertise (legal, financial and technical), and support in using the online tendering system.
- 6.6 The procurement function will act as a central source of management information for the council with respect to the council's procurement activity and will report annually to the council's Corporate Governance and Audit Committee, providing information and assurance on procurement policies and practices within the remit of the Chief Officer Financial Service, including spend analysis. It will be responsible for maintaining the council's electronic tender system, and for publishing a register of contracts awarded and a calendar of the council's planned procurement activities.

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7 Implementation

- 7.1 The sections above describe the approach and proposed future shape of the council's procurement activity.
- 7.2 It is anticipated that it may take two to three years to:
- (a) achieve the maturity levels we have set ourselves at Appendix 2;
 - (b) ensure that the enablers set out at paragraph 3.4 above are embedded in day-to-day working practices, and achieve the further enabler maturity levels detailed at Appendix 2; and
 - (c) ensure the council as a whole has the capacity and capability to embed good procurement practice and be an exemplar council going forward offering assistance to other councils who may wish to improve their maturity levels.
- 7.3 We will monitor our progress in delivering this strategy and provide a review of the strategy, particularly of the KPIs set out at Appendix 3, in two years.
- 7.4 Independent audit and assurance will be sought to challenge and test on a sample basis both the system as a whole and compliance with it, in order to identify (and correct) any remaining weaknesses.
- 7.5 This procurement strategy will be reviewed annually by PACS in consultation with directorates, to ensure lessons learned and feedback from stakeholders continues to be captured. We will ensure the documents reflect any changes in legislation/case law developments, guidance and best practice, this will include any changes due to Brexit. The [National Procurement Strategy for Local Government in England 2018](#) is a "living strategy" such that redundant maturity indices can be removed and replaced by new indices that reflect new or changed priorities, and this strategy adopts the same approach.

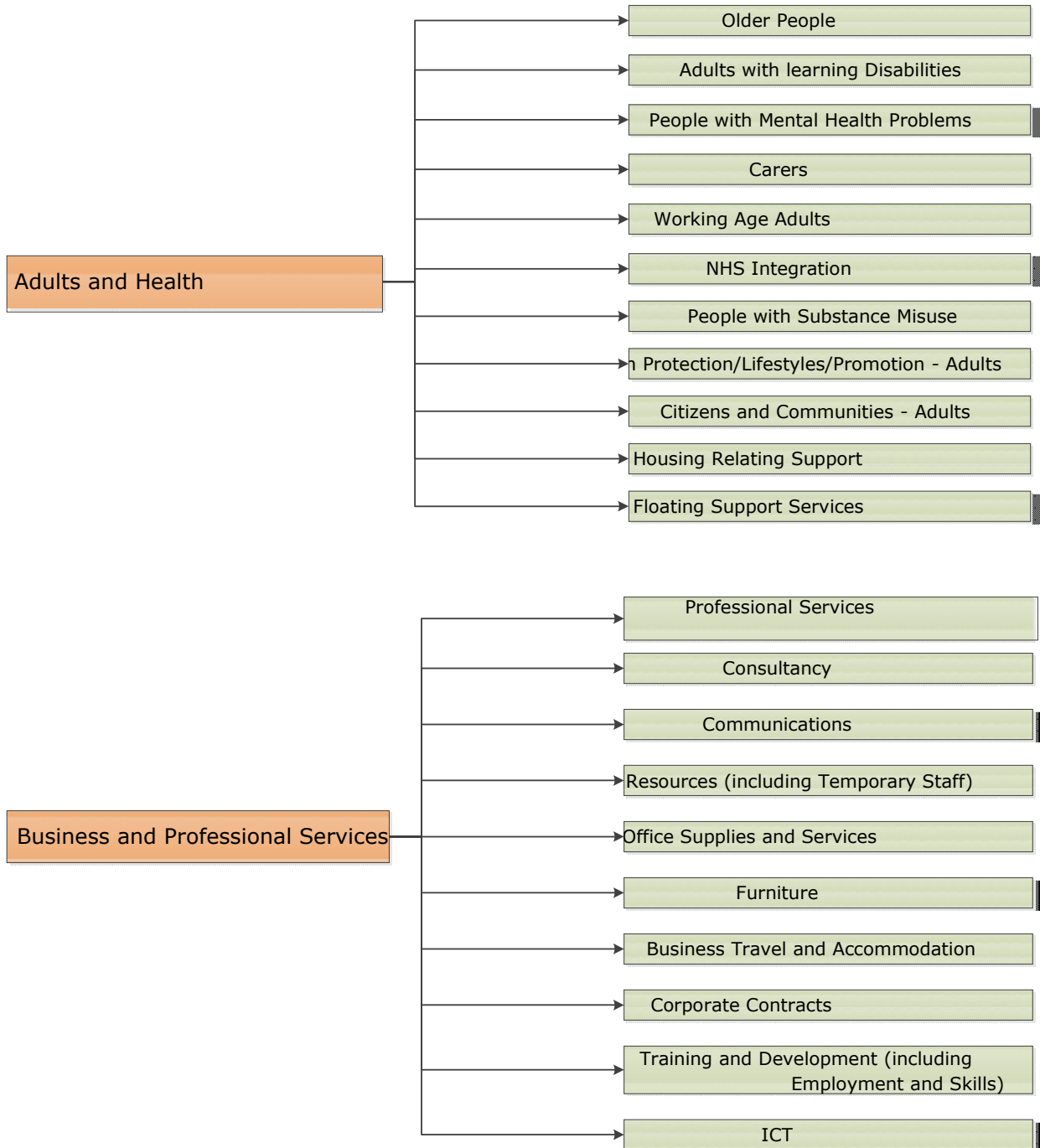
8 Contacting us

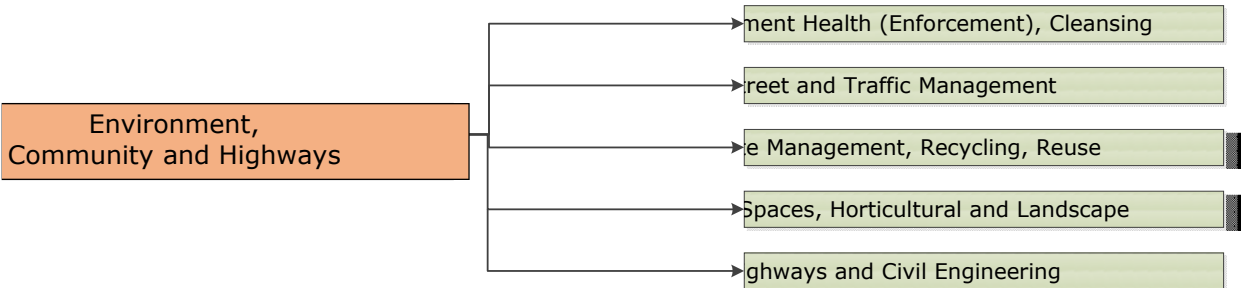
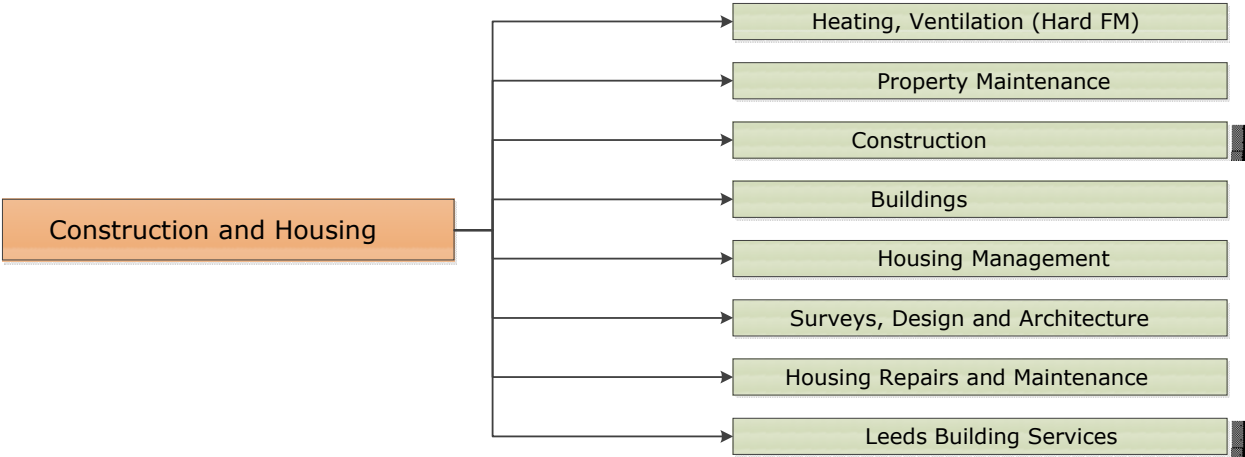
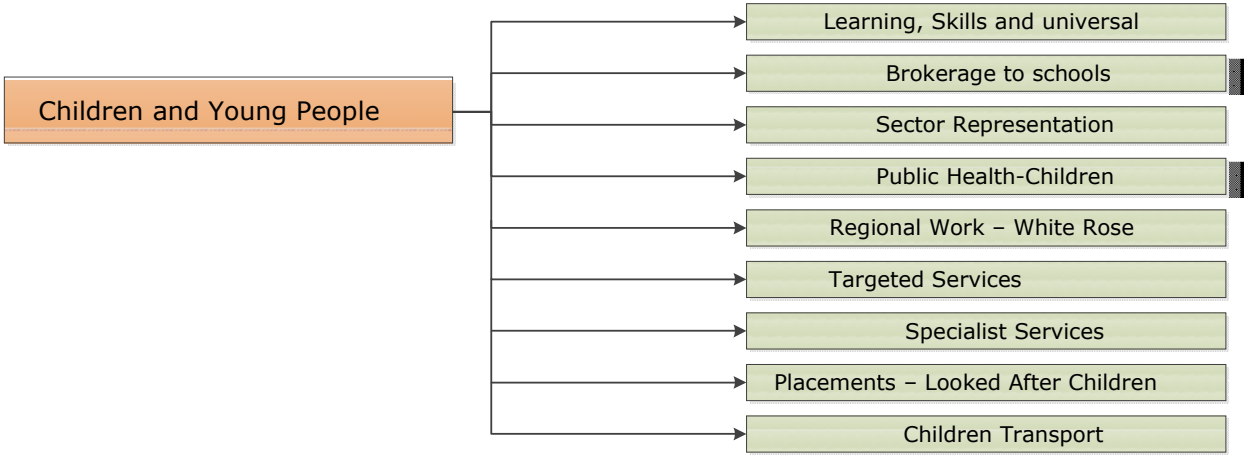
- 8.1 If you would like to read more about the council's procurement activity, please visit our web-site [www.leeds.gov.uk/business/working with us](http://www.leeds.gov.uk/business/working%20with%20us)
- 8.2 If you have any comments or queries, or suggestions for improvement, regarding procurement, please send an email to xxxx@leeds.gov.uk
- 8.3 If you would like to tender for council contracts, please register at https://www.yortender.co.uk/procontract/supplier.nsf/frm_home?openForm

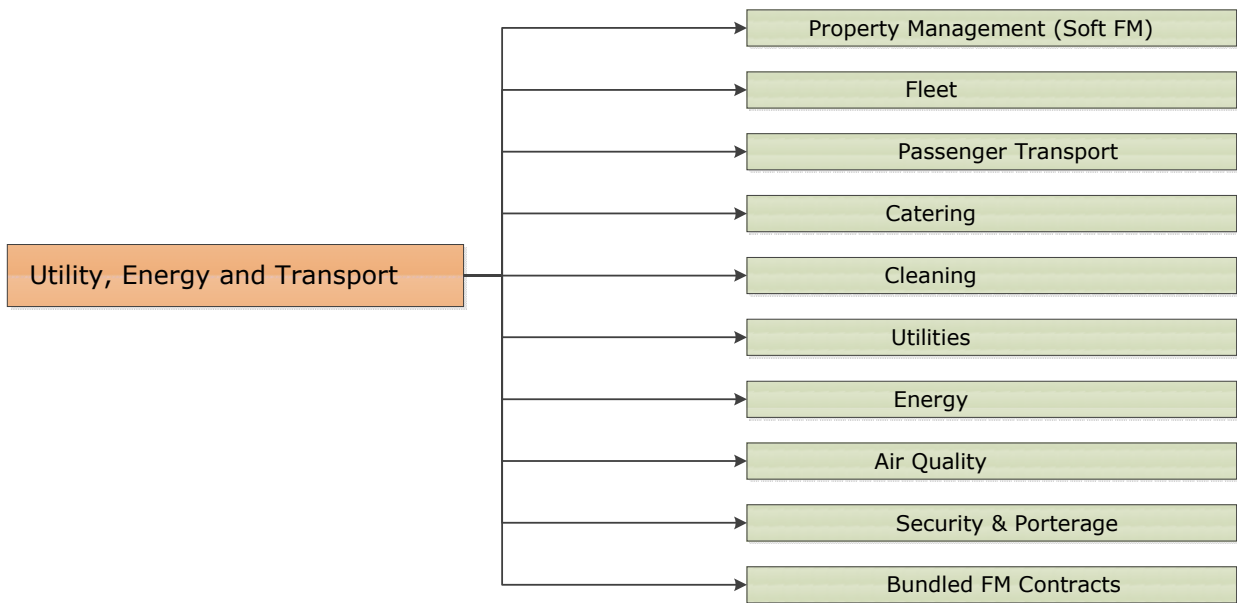
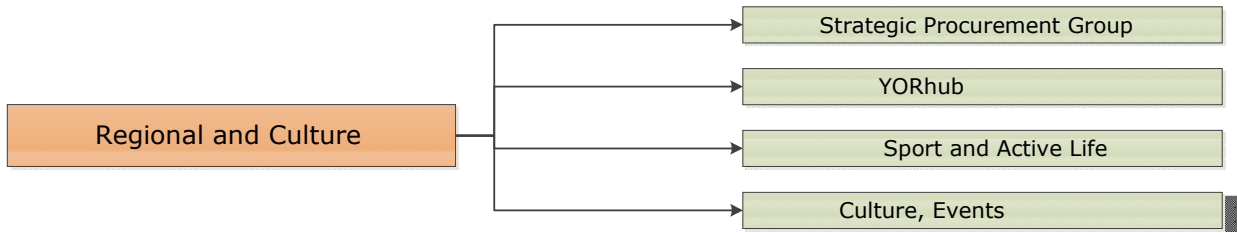
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Appendix 1

Whole Council Category Structure



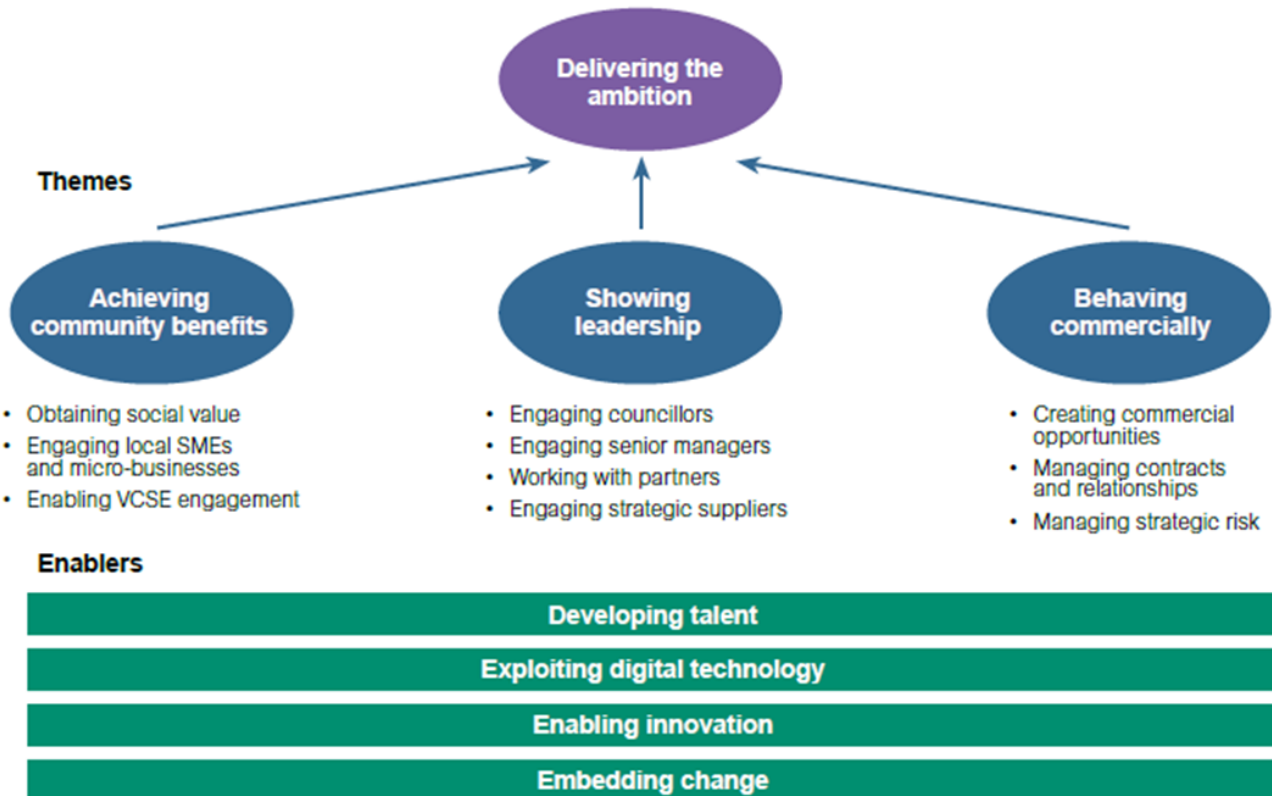




Appendix 2

The National Procurement Strategy for England 2018

The extracts below have been reproduced from the National Procurement Strategy for England 2018 with the kind permission of the Local Government Association.



Set out below are our current maturity levels in relation to the key areas above and the desired level we are seeking to achieve over the life of this procurement strategy.

1. Social Value

Key area: Social value					
Description:	<p>Social value refers to wider financial and non-financial impacts of programmes, organisations and interventions, including the wellbeing of individuals and communities, social capital and the environment. From a business perspective it may be summarised as the net social and environmental benefits (and value) generated by an organisation to society through its corporate and community activities reported either as financial or non-financial (or both) performance. Councils are encouraged to consider using national themes, outputs and measures (TOMs) in their procurement activity, as the basis of measuring social value: https://socialvalueportal.com/national-toms</p>				
Help:	<p>What it is: Social value is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.</p> <p>Why it is important: Experience from procurements let by Councils that have fully included social value requirements has shown that a minimum +20 per cent social value 'additionality' can be obtained on contract value by way of direct community benefits.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>Compliant. Doing just enough to meet the conditions of The Act.</p>	<p>Developing</p> <p>Compliant but only proactively seeking social value in a few key contracts only.</p>	<p>Mature (Current Level)</p> <p>Taking a proactive approach to integrating social value into procurement and commissioning.</p>	<p>Leader</p> <p>Social value embedded into corporate strategy and have comprehensive frameworks for management and delivery.</p>	<p>Innovator (Ambition)</p> <p>Social value is a core operational metric, integrated into all directorates/ departments and activities with regular reporting against targets.</p>

Key area: Engaging local small medium enterprises (SMEs) and micro-businesses

Description	<p>The usual definition of SMEs used in the public sector is any business with fewer than 250 employees and turnover of less than £50 million. There were 5.2 million SMEs in the UK in 2014, which was over 99 per cent of all business. Micro-businesses are business with 0-9 employees and turnover of under £2 million. For the purposes of this document the term 'SME' shall refer to both SME and micro-businesses.</p>				
Help:	<p>What it is: SMEs are non-subsiary, independent firms.</p> <p>Why it is important: SMEs play a major role in creating jobs and generating income for those on low incomes; they help foster economic growth, social stability, are a source of innovation and contribute to the development of a dynamic private sector. With the potential localisation of business rates, it will be even more important for local authorities to encourage the establishment and growth of SMEs in their areas.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>Council does not see any benefits to be gained from SME engagement.</p>	<p>Developing</p> <p>SME organisations are engaged in a few key contracts only.</p>	<p>Mature (Current Level)</p> <p>Taking a proactive approach to integrating SME organisations into procurement and commissioning.</p>	<p>Leader (Ambition)</p> <p>SME engagement is embedded into corporate strategy.</p>	<p>Innovator</p> <p>SME engagement is a core operational way of doing business, integrated into all directorates/ departments and activities with regular reporting against targets.</p>

Key area: Enabling voluntary, community and social enterprise (VCSE) engagement

Description	<p>VCSE refers to organisations that include small local community and voluntary groups, registered charities both large and small, foundations, trusts and a growing number of social enterprises and co-operatives. These are often also referred to as third sector organisations or civil society organisations.</p>				
Help:	<p>What it is: The VCSE sector is diverse in size, scope, staffing and funding of organisations. It provides a broad range of services to many different client groups. However, VCSE sector organisations share common characteristics in the social, environmental or cultural objectives they pursue, their independence from government, and the reinvestment of surpluses for those objectives.</p> <p>Why it is important: VCSE organisations can play a critical and integral role in health and social care, including as providers of services; advocates; and representing the voice of service users, patients and carers.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>Organisation does not see any benefits to be gained from VCSE engagement.</p>	<p>Developing (Current Level)</p> <p>VCSE organisations are engaged in a few key contracts only.</p>	<p>Mature (Ambition)</p> <p>Taking a proactive approach to integrating VCSE organisations into procurement and commissioning.</p>	<p>Leader</p> <p>VCSE engagement is embedded into corporate strategy.</p>	<p>Innovator</p> <p>VCSE engagement is a core operational way of doing business, integrated into all directorates/ departments and activities with regular reporting against targets.</p>

2. Behaving commercially

Key area: Creating commercial opportunities (including income generation)					
Description:	<p>Creating commercial opportunities refers to how an organisation promotes revenue generation and value creation through the way it plans its major third party acquisitions (works, services and goods); reviews its business options (make or buy); engages with, and influences, markets and potential suppliers; seeks to support and encourage innovation; and promotes the development of new ideas and solutions to service delivery.</p> <p>Commercialisation is a broad subject and this key area is confined to how procurement teams should contribute to its successful delivery.</p>				
Help:	<p>What it is: There are many ways in which commercial opportunities can be created through the strategic management of the commercial cycle and the services and assets delivered through the contracts it creates. Commercialisation is a broad and important subject to the sector. This key area is confined to how procurement teams should contribute to helping identify and create commercial opportunities.</p> <p>Why it is important: As grants from central government are reduced, organisations are required to look at other means of reducing funding deficits. Commercial opportunities can be created in many different ways, from conventional means such as increasing returns on assets to the way it engages with its development partners and third party contractors.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>Focused on business as usual and compliance.</p>	<p>Developing (Current Level)</p> <p>Some high value/ high profile acquisitions examined for creating commercial opportunities.</p>	<p>Mature</p> <p>Clear understanding of the ways in which new revenue generation opportunities can be created across the commercial cycle.</p> <p>End-to-end policies and processes promoting this approach in place across the organisation.</p>	<p>Leader (Ambition)</p> <p>Revenue generation and potential wealth creation is a standard part of all contract review meetings.</p> <p>Procurement staff are encouraged to enhance commercial skills and demonstrate commercial behaviours</p>	<p>Innovator</p> <p>Organisations work collectively to identify and exploit new commercial opportunities through market shaping and shared working with development partners</p> <p>Organisations see staff innovation and knowledge/ information utilisation as a commercial opportunity.</p>

3. Supplier relationships and contract management

Key area: Managing contracts and relationships					
Description:	<p>Contracts and relationship management refers to the effective management and control of all contracts from their planned inception until their completion by the appointed contractor(s). It covers the supporting policies, procedures and systems needed to undertake it, together with broader issues from the identification and minimisation of risk, successful and timely delivery of outcomes and performance, effective control of cost and variations, and the maintenance of clear communications and operational relationships with contractors.</p>				
Help:	<p>What it is: Contract and relationship management is the process by which all contracts and variations are managed effectively to control costs, secure the quality and timeliness of agreed outcomes and performance levels, and minimise the occurrence of risks.</p> <p>Why it is important: Research by the International Association for Contract and Commercial Management (IACCM) shows that contracts exceed their expected costs by 9.4 per cent on average over their lifetime. Poor contractor performance or commercial failure can seriously damage a council's reputation and its ability to deliver effective services and support to local communities.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>Compliance driven. Reactive approach to contract and relationship management.</p>	<p>Developing (Current Level)</p> <p>Identified the need to change and improve. Basic policies, procedures and systems in place.</p>	<p>Mature</p> <p>All basic policies, procedures and systems in place to support contract and relationship management across the organisation and used in all departments.</p>	<p>Leader (Ambition)</p> <p>Well-developed policies, procedures and systems in place to support contract and relationship management. Used to drive forward planning, cost control and contractor performance.</p>	<p>Innovator</p> <p>Contract and relationship management recognised by the leadership team as being essential to driving ongoing improvement and better service outcomes. Systems, procedures and staff delivering consistently high results.</p>

Key area: Working with partners

Description:	<p>Working with partners refers to a ‘one team’ approach to the design and implementation of solutions for public services which spans council departments and organisations.</p>				
Help:	<p>What it is: The council works as a single team to design and implement solutions for public services and commissioners/budget holders, and commercial and procurement advisers work together as part of that team.</p> <p>Why it is important: A team approach makes best use of limited resources and can lead to innovative solutions and better results. The team approach should characterise how council departments work together and how the council works with other councils, health, fire, police, housing, VCSEs and other partners.</p>				
High level principle/ specific behaviour:	<p>Minimum</p> <p>There are teams but they work in isolation from commercial and procurement advisers.</p>	<p>Developing</p> <p>Council acknowledges the business case for a cross council approach to design and implementation of solutions and is seeking to encourage this.</p>	<p>Mature (Current Level)</p> <p>Designing and implementing solutions as a single team in high value/ high risk projects.</p>	<p>Leader (Ambition)</p> <p>Designing and implementing solutions as a single team is the council’s normal way of working (policy).</p>	<p>Innovator</p> <p>Designing and implementing solutions as a combined authority or as a group of councils/ with health, fire, police, housing, VCSEs and other partners.</p>

Key area: Engaging strategic suppliers					
Description:	Engaging strategic suppliers refers to the process of identifying strategic suppliers and engaging with them to improve performance, reduce cost, mitigate risk and harness innovation.				
Help:	<p>What it is: The council takes a strategic approach to the management of relationships with the most important suppliers (otherwise known as Strategic Supplier Relationship Management). This activity should be carried out cross department and is most effective when done cross organisation.</p> <p>Why it is important: Effective management of strategic supplier relationships can deliver a range of benefits, including improved outcomes for the public, added social value, reduced cost, reduced risk and innovation.</p>				
High level principle/ specific behaviour:	Minimum Firefighting. Ad hoc engagement with important suppliers usually when there is a problem to be resolved.	Developing (Current Level) Acknowledges business case for improved strategic supplier management and is piloting engagement.	Mature Delivering programme of engagement with strategic suppliers at council level.	Leader (Ambition) Playing a leading role in a programme of engagement with strategic suppliers at combined authority/ group of councils level.	Innovator Playing a leading role in programme of engagement with strategic suppliers at regional/ national level.

Enablers

Below we highlight where we believe we currently are as a council in relation to each of the “enablers” identified, along with what we realistically believe we can achieve over the next five years in our application of these “enablers”.

Developing talent

Minimum	Developing	Mature (Current Level)	Leader (Ambition)	Innovator
Recruits staff with appropriate experience/ professional qualifications (eg CIPS).	Recruits staff with appropriate experience/ professional qualifications and responds to ad hoc requests for training and development.	Service plan includes support for staff to obtain professional qualifications and for apprenticeships.	Planned approach to talent development in relation to future procurement and contract management workload including: <ul style="list-style-type: none"> • Contracts pipeline • Resourcing plan • Competency framework • Remuneration strategy • Comprehensive training and development plan including provision for development of staff not currently in procurement or contract management roles • Secondments to and from the private sector and VCSE sector. 	Planned talent development (as for Leader) but at combined authority/group of councils level.

Exploiting digital technology

Minimum (Current Level)	Developing (Ambition)	Mature	Leader	Innovator
<p>Basic purchase ordering functionality for some products and/or services using finance and/or operational systems.</p> <p>Limited procurement and contract management information available via static sources.</p>	<p>Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/products. May include some human intervention and paper trails.</p> <p>Some procurement and contract management Information available online to all stakeholders with appropriate search and filtering.</p> <p>Use of electronic tendering and quotations system for some tenders/quotes (either as a dedicated system or tender box rental).</p>	<p>Use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all services/products fully automated and paperless, with human intervention being restricted to exceptions only.</p> <p>Comprehensive procurement and contract management information available online to all stakeholders with appropriate search and filtering.</p> <p>Use of electronic tendering and quotations system for all tenders/quotes (either as a dedicated system or tender box rental).</p> <p>Access and interaction to all of the above possible from any electronic mobile device.</p>	<ul style="list-style-type: none"> • Access to a Procure to Pay (P2P) system via secure mobile application, promoting a self-service approach for suppliers. (Access should include online viewing of payment records/status and the ability to auto convert orders to invoices). • Technology used to forward plan all strategic acquisitions and to underpin sourcing and procurement decision-making. • Performance monitoring and communications underpinned by dashboards and diagnostics. 	<p>Mobile applications designed for supplier and contractor interactions including future opportunity alerts, contract management, contractor performance ratings and procurement satisfaction levels.</p> <p>Shared systems and information with delivery partners (including voluntary sector/local businesses) and other councils and citizens.</p> <p>Knowledge management, accessing paper and electronic sources to build comprehensive intelligence about contracts, markets and trends.</p>

Enabling innovation

Minimum	Developing (Current Level)	Mature (Ambition)	Leader	Innovator
Ability to capture and harness procurement innovation in organisation non-existent.	Innovation only considered in a few contracts where technology is involved.	Outcomes based on procurement and market making are the 'standard' way of doing things. Innovative procurement approaches are not just applied to technology but to established services.	<ul style="list-style-type: none"> Innovation in procurement and contract management is mainstreamed. Procurement techniques such as innovation partnerships, pre-commercial procurements used regularly. 	<p>All contracts reviewed to identify new service delivery and income generation models.</p> <p>Procurement challenges and innovative potential solutions shared across councils and regions.</p>

Embedding change

Minimum	Developing	Mature (Current Level)	Leader (Ambition)	Innovator
Success depends on individuals, no organisational engagement.	New approaches and ideas applied in isolated procurement processes.	Procurement change comprehensively applied across multiple projects and departments.	<ul style="list-style-type: none"> Senior leaders recognise the importance of procurement and contract management, and promote as a way of leading and managing organisational change. 	<p>Procurement and contract management are key drivers of organisational change and are embedded at all levels in the organisation.</p> <p>Lessons learned shared with other organisations at regional and national level.</p>

Appendix 3 KPIs

The KPI's below will be used to measure our progress toward the level of ambition set out in this strategy. These will be assessed in 2021 and 2024 as follows:

- Where the KPI includes a value, by comparison of actual results against target; and
- Where the KPI does not include a value, by utilising the National Procurement Strategy toolkit to assess (with input from procurement and commissioning officers across the Council) the Council's maturity level.

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
Key Area	Value for Money and Efficiency	Baseline	Target 2020-2021	Target 2022-2024
1	Delivery of budget savings through procurement.	Figures for 19/20 to be agreed with Finance	Figures for future years to be agreed with Finance on an annual basis	Figures for future years to be agreed with Finance on an annual basis
2	Development of innovative procurement practices.	Innovation considered in some projects e.g. technology.	Innovative procurement approaches are not just applied to technology but to established services.	Outcomes based on procurement and market making are the 'standard' way of doing things.
3	Extend the Category Management Approach to cover all categories of spend including collaborative spend with the Yorkshire and Humber Region.	Currently have 6 Category managers in post to cover 7 categories.	To develop the regional category further and have 7 category managers in post.	Ongoing.
Key Area	Governance	Baseline	Target 2020-2021	Target 2022-2024
4	Procurements are undertaken legally (including in accordance with changes in legislation/case law e.g. Brexit), consistently and within the CPRs/financial regulations	Procurement Practice Notices issued by Government on a regular basis identifying impacts of legislative changes on the procurement process. CPRs are reviewed annually; training,	The impacts of new legislation is reviewed and procurement processes updated accordingly. Procurement governance refresher training is provided and attended by all procurement officers on a regular basis. The number of waivers reduced year on year from	Ongoing

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		masterclasses and guidance is provided. Waivers of CPRs are routinely monitored and reported to Scrutiny Board/audit and governance committee.	the baseline figure of 189 in 18/19. On-contract spend to increase year on year from the baseline figure of 96.6% in 18/19.	
5	To develop an e-learning tool for compliance with CPRs.	E-learning tool in development by Children's Services. Should be finalised by the end of financial year 2018/19.	Roll out to all staff across the Council.	Ongoing.
6	Review of tender documentation and procurement toolkits.	Standard tender/toolkit documents in place and being used across the council.	All tender documents and procurement toolkits reviewed to ensure they reflect up-to-date procurement practices.	Ongoing.
7	External events (e.g. Brexit)	Keeping abreast with central government briefings and taking appropriate action, as and when required.	Thorough understanding of the possible impact on all high value/risk contracts. Contingency plans in place in the event of contract failure.	Ongoing
8	Fraud and financial loss	Basic systems, controls and reporting is in place to ensure compliance and minimise potential for financial loss from both internal and external sources.	Well defined systems to be in place targeting both financial loss and fraud. Audit teams working closely with all departments to make this a priority.	Active deployment and use of analytical software.
Key Area	Obtaining Social Value	Baseline	Target 2020-2021	Target 2022 - 2024
9	Policy and scope.	A process and policy is in place to identify which contracts should include social value.	We will further develop, roll out and embed our Social Value Framework to ensure social value is always considered as part of the procurement/commissioning process.	Ongoing

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
			<p>Using the Social Value Framework will provide justification for a relevant, proportional and considered threshold over which social value should be included in the evaluation criteria (5% to 10% weighting where relevant).</p> <p>We will establish the baseline figure as to the number of procurement exercises which have included social value criteria at end 19/20 and then increase this sum year on year</p>	
10	Councillor or cabinet board/authority member given responsibility for reporting leading on social value.	We have a Lead Member who has responsibility for leading on social value.	Individual named officer(s) within PACS given responsibility for reporting to Lead Member and Scrutiny Board, and managing and delivering social value across procurement and commissioning. Relevant officers are provided with social value training.	Relevant officers are provided with social value training and resources to implement social value strategy.
11	Market engagement and Contract Management	We currently work closely with the business community on various projects and representatives from third sector organisations are invited to attend the People's Commissioning Group every quarter. Where relevant, specific, targeted social value action plans are agreed at the commissioning/ procurement stage, are bound into the	<p>Through the Anchors Initiative we will seek to build capacity and shape the market with the business community and the community and voluntary sector providers.</p> <p>We will continue to work proactively to support third sector suppliers and their understanding of social value. Performance reviews will be undertaken and regular feedback obtained. Action will be taken to ensure continuous improvements to social value implementation and delivery.</p>	<p>We will hold regular 'meet the buyer' events to build capacity AND to get feedback.</p> <p>We will produce case studies and examples of innovation to illustrate the different levels/actions we have achieved. Meetings will be regularly held with contractors to discuss delivery of social value.</p>

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		contract and performance against those targets are monitored Where relevant, specific		
12	Governance and accountability	Social value is recognised as a core principle of the council's procurement strategy. All relevant procurement documentation is available on Insite.	We will continue to ensure Lead Member for social value has direct oversight of social value performance. We will embed social value into commissioning and procurement practice, tools, resources and processes with a ratified policy and toolkit that are published.	We will ensure that social value implementation is underpinned by an overarching action plan. Social value will be measured and reported on regularly
	Local SMEs, micro-business and VCSE engagement	Baseline	Target 2020-2021	Target 2022 - 2024
13	Policy and scope.	Commissioners have started to communicate what local needs are and the desired market outcomes.	Commissioners have informed SMEs, micro-businesses and VCSE organisations what local needs there are and the desired market outcomes.	SMEs, micro-businesses and VCSE organisations are encouraged to collaborate with larger organisations to respond to local need.
14	Facilitating good relationships with SMEs , micro-businesses and VCSE organisations	Relationships between SMEs, micro-businesses, VCSE organisations and other providers are not facilitated. It is not considered to be an area where intervention is needed or appropriate. As a result of this, there is an absence of consortia and networking in the locality.	There is acknowledgment for the convening role that commissioners can have and what the benefit of facilitated relationships between SMEs etc and other providers could bring. They have started to make some efforts to bring these parties together. The value of spend with local suppliers and SMEs to increase year on year from the baseline figure of [51.97%] in 18/19.	Ongoing Ongoing

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
Key Area	Commercial opportunities	Baseline	Target 2020-2021	Target 2022-2024
15	Forward planning	<p>Forward planning is undertaken in some areas and/or for some acquisition types.</p> <p>Opportunities to create new revenue streams is sometimes investigated in some departments and for some expenditure categories.</p>	<p>Forward planning is always undertaken across the organisation for all strategic contracts.</p> <p>Procurement encouraged to contribute ideas for revenue generation in the forward planning process.</p>	<p>Opportunities to create new revenue streams is considered by all departments and for all relevant expenditure categories.</p>
16	Tendering	<p>Tendering is seen as a commercial process by the organisation.</p> <p>Standard tender documentation is drafted to encourage bidder participation and is focused on innovation and opportunities.</p> <p>Procurement is seen as an integral contributor to the planning phase</p>	<p>We will ensure that tendering opportunities are focused on innovation and opportunities, and carried out in conjunction with development partners to maximise market attractiveness.</p>	Ongoing
17	Performance reporting	<p>Performance reporting is undertaken and includes commercial and social benefits achieved, as well as savings across the whole organisation.</p> <p>PACS produce summary reports for chief officers and elected</p>	<p>We will report performance on commercial and social benefits achieved included in a performance dashboard.</p> <p>We will provide an annual report covering achievements and aspirations which will be published on our website.</p>	<p>We will ensure that the PACS becomes an integral part of performance reporting and is viewed by the leadership as contributing to commercialism.</p>

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		Members on a annual basis.		
18	Post contract review	<p>Post contract reviews are undertaken by most directorates and/or identified categories of expenditure.</p> <p>Such reviews are seen as being an integral part of improving outcomes and identifying commercial opportunities.</p>	<p>Post contract reviews will be undertaken as part of council policy.</p> <p>We will develop well-defined published criteria for undertaking post contract reviews including the identification of commercial opportunities.</p> <p>PACS will support the post contract review process.</p>	Ongoing
Key Area	Supplier relationships and contract management	Baseline	Target 2020-2021	Target 2022-2024
19	Data collection and analysis	We have partial data and intelligence on our strategic suppliers.	<p>We will routinely collect and analyse data and intelligence on supplier performance, cost, financial status, added social value and risk.</p> <p>Our strategic suppliers will be identified according to agreed criteria.</p>	<p>We will ensure visibility of strategic supplier supply chains.</p> <p>We will share data and intelligence on performance, cost, financial status, added social value and risk with our regional partners.</p> <p>We will contribute to analysis of data and identification of strategic suppliers at combined authority/ group of councils level.</p>
20	Engagement of existing strategic suppliers	<p>Specific officers are responsible for monitoring and engaging with strategic suppliers.</p> <p>Supply chain risk assessments are carried out in</p>	<p>We will work with the combined authority/ group of councils and take a lead role for strategic supplier monitoring and engagement within the region.</p> <p>We will lead delivery of a programme of engagement</p>	<p>We will undertake a joint risk assessment with the combined authority/ group of councils.</p> <p>We will develop a shared toolkit for</p>

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		relation to key contracts. Contingency planning is undertaken where a significant risk is identified.	with one or more shared strategic suppliers.	engaging with strategic suppliers. We will Coordinate improvement/cost reduction planning and contingency planning at combined authority/ group of councils level.
21	Early engagement with future strategic suppliers	Our future needs are signalled to the market using a variety of channels including publication of pipeline information and engagement events. We engage early with bidders on significant projects through market consultation/testing and seek to encourage innovative solutions.	We will work with the combined authority/ group of councils and take a lead role for market engagement. We will take the lead in early engagement for any joint projects we undertake.	Ongoing.
22	Information storage and accessibility	We have contracts registers at Category Management level, with access possible at directorate level, mainly viewing and searching capability. Data held is not always complete, or is out of date, but efforts are being made to increase data quality.	We will aim to have a contracts register that is dynamic and provided through a purpose- built solution (in- house/ external C and RM software/hosted service). The contracts register will be fully visible to the whole council with read/ write/edit and search capabilities for all contract owners and managers. We will have complete data sets for all major third party spend.	We will have a contracts register that is dynamic and fully accessible to all who need to use it. Information will always be as up-to-date as possible with comprehensive, complete and accurate records on all contracts. The contracts register will contain action/renewal alerting capabilities for contract owners and managers and

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
				in-built Learning Management capability.
23	Supplier financial distress	We have a structured approach to early engagement of suppliers in financial difficulties	<p>We will include supplier financial distress clauses in all contracts for goods, works and services.</p> <p>We will provide guidance to commissioners and contract managers on managing suppliers in financial distress.</p>	Ongoing.
24	Savings and benefits delivery	A formal policy is in place for capturing savings and accruing benefits from contracts but this is not uniformly implemented.	Savings captured from contracts and benefits-realisation will be applied uniformly across the council and reported to chief officers on a regular basis.	<p>All contracts will be regularly reviewed to monitor actual versus planned spend.</p> <p>Opportunities for savings from specification and performance reviews will be assessed on an ongoing basis.</p> <p>All benefits/savings claimed in agreed business cases and/or promised by contractors will be managed and accrued to the council by effective contract management.</p>
25	Recognition and cultural acceptance	<p>There is recognition by the organisation of contract and relationship management in directorates.</p> <p>Job roles are designated as contract manager and/or contain specific contract and management</p>	<p>Contract and relationship management will be recognised as being essential to overall contract performance.</p> <p>The council will have a policy of creating specific job roles designated as contract and relationship managers and/or contain contract and relationship management</p>	Regular briefings and meetings will be held to brief all staff involved in contract and relationship management on commercial, developments, new initiatives and professional development.

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		activity in their content description in some directorates.	activity in their content description. Performance will be reviewed with job holders in their annual appraisals.	
26	Skills and knowledge	Staff have access to general contract management training given as a one-off exercise rather than an ongoing skills enhancement programme.	Contract and relationship management will be acknowledged as a core competency across the council. Briefings on contract and relationship management will form a part of all induction and management programmes. Refresher programmes will be available to all staff involved in contract and relationship management.	Contract and Relationship Management will be a core competency across the council. Staff will be invited to undergo advanced/ specialist training where contract management accounts for more than 20 per cent of their job role.
27	Supply chain and contractor failure	We are aware of the risks and issues involved and attempting to identify where this may occur.	Effective policies will be implemented in collaboration with relevant contractors.	Ongoing
	Enablers	Baseline	Target 2020-2021	Target 2022 -2024
28	Developing Talent	The PACS service plan includes support for staff to obtain professional qualifications and for apprenticeships.	We will have a planned approach to talent development in relation to future procurement and contract management workload including: <ul style="list-style-type: none"> • Contracts pipeline • Resourcing plan • Competency framework • Remuneration strategy • Comprehensive training and development plan including provision for development of staff not currently in procurement or contract management roles. 	We will seek to arrange secondments to and from the private sector and VCSE sector.
29	Exploiting Digital Technology	We currently have basic purchase ordering functionality for	We will make use of an integrated Procure to Pay (P2P) system in conjunction with online ordering for all	Technology will be used to forward plan all strategic acquisitions and

	Performance Level	Baseline	Target 2020 - 2021	Target 2022 - 2024
		<p>some products and/or services using finance and/or operational systems.</p> <p>There is limited procurement and contract management information available via static sources.</p> <p>We use an electronic tendering and quotations system for some tenders/ quotes.</p>	<p>services/ products. However, this may include some human intervention and paper trails.</p> <p>Some procurement and contract management Information will be available online to all stakeholders with appropriate search and filtering functions available.</p> <p>Access and interaction to the electronic tendering system, P2P system and contract management information will be possible from any electronic mobile device.</p>	<p>will underpin sourcing and procurement decision- making.</p> <p>Performance monitoring and communications will be underpinned by dashboards and diagnostics.</p>
30	Enabling Innovation	Innovation is only considered in a few contracts where technology is involved.	Outcomes will be based on procurement and establishing a market where there isn't one will be our 'standard' way of doing things.	Innovative procurement approaches will not just be applied to technology but to all established services.
31	Embedding Change	Procurement practices are comprehensively applied across multiple projects and directorates.	The importance of procurement and contract management will be recognised by all senior managers, and will be promoted as a way of leading and managing organisational change.	<p>Procurement and contract management will be key drivers of organisational change and will be embedded at all levels in the organisation.</p> <p>Lessons learned will be shared with other organisations at both regional and national level.</p>

APPENDIX 4

Glossary

Buying – placing orders under relevant contracts, use of purchasing cards and purchase-to-pay systems, receipting, making payments and associated transactions. This is also sometimes called Purchasing.

Category Management – best practice approach to managing and organising Procurement spend and resources; a structured framework of activities designed to deliver better Procurement outcomes through a holistic approach which focuses on the interrelated needs of buyers and suppliers; managing buying activity by grouping together related Goods, Works and Services across the council and mapping them onto the Provider market, to improve quality, savings and efficiency across the council as a whole.

Commissioning – the entire cycle of assessing the needs of people in a local area, designing and putting into place Goods, Works and Services to meet those needs, and monitoring and evaluating the outcomes. In a commissioning approach, the council seeks to secure the best outcomes for local communities by making use of all available resources, whether the resources are provided in-house, externally or through various forms of partnership. This activity continues throughout the Whole Lifecycle.

Contract Management – the tasks and activities which seek to ensure we receive what we have contracted to receive, at the price we contracted to receive it, taking account of agreed change and continuous improvement. Activity is focused from prior to the contract starting through to contract expiry and de-commissioning. It includes supplier relationship management and also ensures that we meet our obligations under the contract.

Goods – things that we buy, such as pens and paper, or plants and seeds, or fruit and vegetables.

Procurement – the tasks and decisions which secure an external Provider to provide what we want, at a price that we can afford. Activity is focused on the period from prior to advertising a tender to signing the contract. It includes both competitive tenders and circumstances where we negotiate with a single supplier.

Provider – any organisation that provides Goods, Works or Services to the council or on behalf of the council.

Purchasing – placing orders under relevant contracts, use of purchase-to-pay cards and systems, receipting, making payment, and associated transactions.

Services – services that we buy include specialist support for vulnerable children and adults, and also repairs and maintenance services, financial advice, designs and surveys for new building works.

SME or Small and Medium Enterprises – firms that employ 9 or fewer staff (micro), and firms that employ 50 or fewer staff (small), and firms that employ 250 or fewer staff (medium).

Social Value – the additional economic, social and environmental benefits that a contract achieves.

Value for Money or VfM – buying the right thing at the right price, taking account of price, quality, outcomes and whole life costs; the combination of whole-life costs and benefits to meet the customer's requirement; the relationship between economy, efficiency and effectiveness.

Whole lifecycle – the whole cycle of assessing needs, analysing options, preparation, Procurement, mobilisation, Contract Management and exit.

Works – construction works that we buy, including construction of new buildings, or extensions, and also creation and improvements to roads and bridges and open spaces.

Equality, Diversity, Cohesion and Integration Screening



As a public authority we need to ensure that all our strategies, policies, service and functions, both current and proposed have given proper consideration to equality, diversity, cohesion and integration.

A **screening** process can help judge relevance and provides a record of both the **process** and **decision**. Screening should be a short, sharp exercise that determines relevance for all new and revised strategies, policies, services and functions.

Completed at the earliest opportunity it will help to determine:

- the relevance of proposals and decisions to equality, diversity, cohesion and integration.
- whether or not equality, diversity, cohesion and integration is being or has already been considered, and
- whether or not it is necessary to carry out an impact assessment.

Directorate: Resources and Housing	Service area: Procurement and Commercial Services
Lead person: Kieron Dennett	Contact number: Ext - 85930

1. Title: **Waivers and new procurement strategy**

Is this a:

- Strategy / Policy**

 Service / Function

 Other

If other, please specify

2. Please provide a brief description of what you are screening

The work the Council is currently undertaking to minimise the inappropriate use of waivers of Contract Procedure Rules and proposed further process amendments which should help to further improve the situation.

The updated Council procurement strategy (the New Procurement Strategy) (which includes Governance in general, and waivers in particular, as a key area of the New Procurement Strategy).

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3. Relevance to equality, diversity, cohesion and integration

All the council’s strategies and policies, service and functions affect service users, employees or the wider community – city wide or more local. These will also have a greater or lesser relevance to equality, diversity, cohesion and integration.

The following questions will help you to identify how relevant your proposals are.

When considering these questions think about age, carers, disability, gender reassignment, race, religion or belief, sex, sexual orientation. Also those areas that impact on or relate to equality: tackling poverty and improving health and well-being.

Questions	Yes	No
Is there an existing or likely differential impact for the different equality characteristics?		x
Have there been or likely to be any public concerns about the policy or proposal?		x
Could the proposal affect how our services, commissioning or procurement activities are organised, provided, located and by whom?	x	
Could the proposal affect our workforce or employment practices?		x
Does the proposal involve or will it have an impact on <ul style="list-style-type: none"> • Eliminating unlawful discrimination, victimisation and harassment • Advancing equality of opportunity • Fostering good relations 		x

If you have answered **no** to the questions above please complete **sections 6 and 7**

If you have answered **yes** to any of the above and;

- Believe you have already considered the impact on equality, diversity, cohesion and integration within your proposal please go to **section 4**.
- Are not already considering the impact on equality, diversity, cohesion and integration within your proposal please go to **section 5**.

4. Considering the impact on equality, diversity, cohesion and integration

If you can demonstrate you have considered how your proposals impact on equality, diversity, cohesion and integration you have carried out an impact assessment.

Please provide specific details for all three areas below (use the prompts for guidance).

- **How have you considered equality, diversity, cohesion and integration?**

Consultation is being undertaken to identify examples of best practice and lessons learned, and to better understand stakeholder aspirations and the barriers they face, within the procurement and contracting process.

This includes engaging with commissioning and procurement staff across the council and others in related roles such as audit, finance and human resources. Commissioning and procurement staff will also engage with representatives from the private and third sector, to ensure their views are considered within the process.

The Procurement and Commercial Service are reviewing and refreshing guidance and supporting documents available to seek to ensure that equality, diversity, cohesion and integration are appropriately addressed at all stages in the procurement lifecycle.

- **Key findings**

There is a risk that insufficient regard is given to equality when planning and undertaking procurements and when managing contracts.

- **Actions**

Prompts are included within the core procurement documents such as the Specification, Category Plan, Procurement Checklists and Contract Management Plan etc requiring staff to consider equality and diversity issues at each stage of the procurement process. All documents will direct staff to the corporate Equality and Diversity policy.

In addition, 'procurement toolkits' have been developed to assist colleagues in considering relevant council policies and good practice. This includes a specific workshop pack on equality and diversity within the social responsibility and procurement toolkit.

Use of the procurement documents and processes are reflected in the Contracts Procedure Rules which are reviewed annually.

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5. If you are **not already considering the impact on equality, diversity, cohesion and integration you **will need to carry out an impact assessment.****

Date to scope and plan your impact assessment:	
--	--

Date to complete your impact assessment	
---	--

Lead person for your impact assessment (Include name and job title)	
--	--

6. Governance, ownership and approval

Please state here who has approved the actions and outcomes of the screening

Name	Job title	Date
Kieron Dennett	Head of Commercial (Legal)	02/01/2019
Date screening completed		02/01/2019

7. Publishing

Though **all** key decisions are required to give due regard to equality the council **only** publishes those related to **Executive Board, Full Council, Key Delegated Decisions or a Significant Operational Decision.**

A copy of this equality screening should be attached as an appendix to the decision making report:

- Governance Services will publish those relating to Executive Board and Full Council.
- The appropriate directorate will publish those relating to Delegated Decisions and Significant Operational Decisions.
- A copy of all other equality screenings that are not to be published should be sent to equalityteam@leeds.gov.uk for record.

Complete the appropriate section below with the date the report and attached screening was sent:

For Executive Board or Full Council – sent to Governance Services	Date sent:
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For Delegated Decisions or Significant Operational Decisions – sent to appropriate Directorate	Date sent:
All other decisions – sent to equalityteam@leeds.gov.uk	Date sent:

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 1st April 2019

Subject: Maximising the Apprenticeship Levy- Scrutiny Working Group Summary Note

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. In October 2017, the Strategy and Resources Scrutiny Board received an update on how the Council was developing Apprenticeship plans under the wider remit of the More Jobs, Better Jobs programme. Linked to this, the Board particularly considered how the Council could utilise the Apprenticeship Levy to make the greatest impact.
2. This year, the Scrutiny Board decided to revisit this matter and review how the Council is maximising the Apprenticeship Levy in relation to its own workforce development. It was agreed that this matter would initially be considered via a working group, with an invitation extended to all Board Members. This meeting was held on 14th December 2018, with key information being presented by the Council's Deputy Leader and Executive Member for Resources and Sustainability and the HR Service Manager.
3. The attached summary note sets out the key issues arising from the evidence presented at the working group meeting for the consideration of the full Scrutiny Board.

Recommendations

4. The Scrutiny Board is asked to consider the attached working group summary note and consider what, if any, further Scrutiny work it wishes to undertake on this matter.

Background papers¹

5. None used

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

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Strategy and Resources Scrutiny Board Maximising the Apprenticeship Levy

Summary Note of the Working Group Meeting held on 14th December 2018

Introduction

1. In October 2017, the Strategy and Resources Scrutiny Board received an update on how the Council was developing Apprenticeship plans under the wider remit of the More Jobs, Better Jobs programme. Linked to this, the Board particularly considered how the Council could utilise the Apprenticeship Levy to make the greatest impact.
2. This year, the Scrutiny Board decided to revisit this matter and review how the Council is maximising the Apprenticeship Levy in relation to its own workforce development. It was agreed that this matter would initially be considered via a working group, with an invitation extended to all Board Members. This meeting was held on 14th December 2018, with key information being presented by Councillor James Lewis, Deputy Leader and Executive Member for Resources and Sustainability and Libby Megson, HR Service Manager.
3. This summary note sets out the key issues arising from the evidence presented at the working group meeting for the consideration of the full Scrutiny Board.

Summary of key issues.

Understanding the stipulations associated with the Apprenticeship Levy funding process.

4. The working group acknowledged the following stipulations associated with the Apprenticeship Levy funding process;
 - The funding initially leaves the Council's main account and is given to HMRC.
 - HMRC returns the funding plus an additional 10% into the Council's Digital Apprenticeship account.
 - The Council can only spend money on Apprenticeship Training or standards, this cannot be used for wages or management time.
 - Training providers are sourced and then paid monthly according to the type and number of apprenticeships they deliver.
5. The working group was informed that from April 2017, Levy payments equivalent to 0.5% of the Council's pay bill had been taken by HMRC and put in a Digital Levy account.
6. At that stage, the annual Levy stood at £1.7m for Leeds City Council and a further £0.7m for schools. It was also noted that the Council had spent £511,000 and committed a further £3.2m over the next 3 years. This meant that the unspent Levy pot was at £3,872,102.
7. Whilst acknowledging that the Levy funding can be used anytime up to 24 months from first being levied (with the oldest money required to be spent first), the working group was conscious that if after 24 months the Council does not use the funding, then it will be returned to central government.

Progress made to-date in maximising the Apprenticeship Levy

8. The working group acknowledged the public sector target set by the Department for Education (DfE) for which the Council has to give due regard. This is 2.3% of the Council's head count and therefore, on an annual basis, this would equate to employing over 500 Apprenticeships; 350 in Leeds City Council and 200 in schools.
9. As the Levy is an additional cost to the Council, the working group acknowledged that efforts continue to be made to encourage this to be utilised, where possible, to train and develop both new and existing staff and assist in developing career pathways for individuals to encourage fresh talent into Local Government.
10. It was noted that back in 2016, the majority of the apprentices were new into the Council and all were either Level 2 or 3, in traditional roles such as craft roles, gardeners, childcare, Healthcare. However, the working group acknowledged that the Council has moved from supporting a handful of apprenticeship frameworks, mostly at entry level for traditional roles, to managing apprentices spanning over 50 different frameworks and standards across all directorates within the Council.
11. It was reported that apprentices are now studying from Level 2 through to Level 7 (post graduate), and in diverse roles such as Civil Engineering, Solicitor, Digital, Finance and MBA. With the upsurge in professional qualifications available, and the reduction in alternative training budgets, the working group learned that there has also been a notable increase in internal staff conversions to apprenticeships, with the data showing a 70/30% split between conversions/new apprentices.
12. Linked to this, particular reference was made to the introduction of a Leadership and Management Apprenticeship Programme which had been developed in response to staff survey results as a way of providing a clear leadership career pathway for staff as well as contributing to the wider management development programme.
13. This programme invites colleagues to apply for apprenticeship development specifically across management apprenticeship standards from level 3 to 7. As apprenticeships are vocational and learners must be able to evidence learning throughout their work, the working group learned that efforts were made to map the management standards across associated grades for this to be used a guide (see table below). However, it was also noted that these were not set and so there would remain room for progression and stretch.

Level	Staff group	Suggested grade band
3	Supervisor / Team Leader	Up to SO2
5	Operations / Service Managers	PO1-3 grades
6	Senior / Strategic managers	PO4 - PO6
7	Senior Leaders	JNC

14. The working group noted that the Council had also bid for and secured Employer Provider status to enable it to provide bespoke delivery and also bring monies back into the Council from the Levy directly. Linked to this, the working group also welcomed the Council's ongoing commitment to the Leeds Living Wage for all entry level employees including apprentices and as such, have begun to be an attractive

proposition against other employers only supporting the National apprenticeship pay rate of £3.70.

15. In terms of the overall progress made to-date, the working group was informed that the Council figures at that time stood at 593 apprentices on programmes. However, it was noted that approximately 80 of those were registered prior to the introduction of the Levy and as such cannot be counted towards the official target.
16. It was therefore explained that when the government return was submitted in September 2018, figures reported were 276 apprentices employed but only 204 since the Levy began. After submission, the Council had reached 341 in total (with only 258 counted). However, it was highlighted that the recent enrolment of a large cohort of internal staff to Leadership and Management Apprenticeships (180 staff in the first cohort in September 2018) had brought the figure to over 500 apprenticeships since the introduction of the Levy, which therefore meant that the Council had exceeded its target.

Ongoing efforts to drive future interest and uptake of apprenticeships

17. The working group recognised that whilst the Council has made such great strides in the development of apprenticeships and pathways for the Council's workforce, efforts are still required on maintaining this positive start and to implement a stronger link between apprenticeships and the Council's workforce development strategy to ensure that the Levy is being spent effectively and that the public sector target continues to be met.
18. Linked to this, the working group acknowledged the key role of the Council's Apprenticeship Board, which was set up to provide assurance, consistency and challenge to the work that the Council does around Apprenticeships. This is attended by the Chief Officer for Human Resources; the Chief Officer for Employment and Skills, and other lead officers from within both service areas that are working collaboratively. However, as part of its work, it was highlighted that support is also utilised from a wide variety of other sources, for example:
 - The views of schools, young people, parents and carers and community organisations
 - Providers – including our local FE and HE organisations (particular partnership links now growing with our local universities as a result of the Leadership programme)
 - Professional bodies and the LGA and WYCA – good network of regional colleagues to share ideas and bolster cohort numbers with providers
 - Trade Unions
 - Other Levy-paying organisations and Councils
19. Moving forward, the working group learned that the Apprenticeship Board's key areas of focus will be around improving identification and forecasting, through work-force planning, to set out where future Apprentices will come from. However, it was acknowledged that despite already knowing where particular demand areas are, current restrictions linked to the Apprenticeship Programme nationally has prevented progress in this regard. An example shared with the working group related to the

recruitment gap for Social Workers and the potential benefits to be gained by having the necessary Level 6 Social Work qualification being introduced as part of the apprenticeship pathway.

20. It was noted that particular work will also be undertaken to explore what can be done to engage communities and offer opportunities to priority groups to increase diversity – especially with entry level Apprenticeships. Linked to this, a suggestion was made by the working group for the Apprenticeship Board to liaise closely with the Council's Communities Team and reflect on the work that is being undertaken as part of the Council's Priority Neighbourhoods approach.
21. The working group also acknowledged that particular efforts would continue to encourage a greater uptake of school based apprenticeships. However, it was noted that earlier engagement efforts made with schools, including Head Teacher briefings; family of schools/cluster meetings and Finance officer networks, had already flagged a number of common issues and barriers linked to the take up of apprenticeships, which are primarily linked to the stipulations placed upon the Apprenticeship Programme nationally.
22. As the Apprenticeship Programme now requires 20% off the job learning to achieve the qualification, this can pose a particular challenge to schools. As such, they may need to limit the numbers of staff that can be enrolled at any one time in order to meet resource demands.
23. Whilst there is a strong demand to offer higher Teaching Assistants a through career pathway, there is currently no provision within the Apprenticeship Programme to accommodate this. The Programme only offers entry at Levels 3 and 6, which is a post graduate level qualification. As such, existing Level 3 Teaching Assistants would need to obtain a degree qualification before being accepted entry onto a Level 6 Apprenticeship Programme. The working group noted that schools nationally have already lobbied the Department for Education on this particular issue.
24. As well school staff, the working group was also reminded of the decision taken by the government in April 2018 to introduce the ability for Levy paying Employers to spend up to 10% of their Levy on funding apprenticeships in other organisations within its supply chain or those that the Council partners with across the city. However, it was reported that this allowance was now set to increase to 25% in April 2019.
25. Linked to this, the working group noted that the Apprenticeship Board had already outlined a transfer process and identified priority sectors that the Council would wish to target/encourage in this respect, which included; Health & Care, Women in technology, Digital and creative, construction, non-levy paying schools and the voluntary sector. In discussing this further with the working group, a further suggestion was made for the Apprenticeship Board to approach Neighbourhood Network Groups to gauge their views and potential expressions of interest too.

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 1st April 2019

Subject: Resilience and Emergency Planning- draft Statement of 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. The Council's city-wide resilience and emergency planning functions fall within the remit of the Council's Strategy and Resources Scrutiny Board and this year the Board agreed to undertake further scrutiny of current resilience and emergency planning arrangements in Leeds, particularly in light of good practice and learning stemming from local incidents and emergencies, but also in the context of other national major incidents and events.
2. The Board decided to consider this matter via a working group meeting, which took place on 28th February 2019. An invitation was extended to all Board Members and the meeting was also attended by the Council's Deputy Leader and Executive Member for Resources and Sustainability; the Chief Officer for Strategy and Improvement; and the Principal Officer within the Resilience and Emergencies Team.
3. It was agreed that the findings of the working group would inform a formal Statement setting out the Scrutiny Board's conclusions and proposed recommendations surrounding this matter. A draft of the Scrutiny Board's Statement is therefore attached for formal consideration and agreement by the Board.

Recommendations

4. The Scrutiny Board is asked to consider and agree its formal Statement in relation to its review of existing resilience and emergency planning arrangements.

Background papers¹

5. None used

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

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Leeds
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**Strategy and
Resources**

Scrutiny Statement Resilience and Emergency Planning



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Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

Introduction

1. The Council's city-wide resilience and emergency planning functions fall within the remit of the Council's Strategy and Resources Scrutiny Board. As such, it has been common practice for this particular Scrutiny Board to receive and consider the Council's Annual Corporate Risk Assessment Report. However, this year, we also agreed to undertake further scrutiny of current resilience and emergency planning arrangements in Leeds, particularly in light of good practice and learning stemming from local incidents and emergencies, but also in the context of other national major incidents and events.
 2. We agreed to undertake this short review via a working group meeting. This took place on 28th February 2019, with an invitation extended to all Board Members. The Council's Chief Officer for Strategy and Improvement and the Principal Officer within the Resilience and Emergencies Team took the lead in providing key background information and also attended the working group meeting, along with the Council's Deputy Leader and Executive Member for Resources and Sustainability, to address Members' questions.
- *Emergency preparedness* - acknowledging the role of Local Authorities as defined Category 1 responders – at the core of the response to most emergencies.
 - *Co-operation* – reflecting the obligation between responders and organisations engaged in response in the same local resilience area.
 - *Information sharing* – reflecting the duty to share information with other responders and communicate with the public.
 - *Risk assessment* – reflecting the duty placed upon Category 1 responders to undertake a risk assessment as the first step in emergency and business continuity planning and to maintain those plans to ensure functions can continue to be delivered.
 - *Emergency planning*- with the requirement for a Category 1 responder to maintain plans for preventing emergencies, controlling or mitigating the effect of an emergency and taking appropriate action in the event of an emergency.
 - *Advice and assistance* – reflecting the duty to provide advice and assistance to commercial and voluntary organisations.

Evidence and Information Considered

3. Particular attention was given to how the Council is meeting the duties of the Civil Contingencies Act 2004 (CCA 2004). The Act contains a range of chapters covering the main civil protection duties, which are summarised below:



Deliberations and Conclusions

Building resilience in collaboration with partners.

4. Within the Civil Contingencies Act 2004, Local Authorities are defined as Category 1 responders in terms of being at the core of the response to most emergencies. Other Category 1 responders include Police, Fire & Rescue, NHS, Health Protection Agency, Ambulance Service, Environment Agency, Port Health Authorities, and the Maritime & Coastguard Agency. Category 2 responders are cooperating responders who are less likely to be involved in the heart of multi-agency planning work, but will be heavily involved in preparing for incidents affecting their sectors. These can include; electricity, gas and water distributors, telephony providers, railway and airport operators, ports, highways agency etc.
5. Linked to the above, the Act also references Local Resilience Forums, which is a process for bringing together all the Category 1 and 2 responders within a local police area for the purpose of facilitating co-operation in fulfilment of their duties under the Act.
6. Regionally, we acknowledge that such co-operation is enabled through the West Yorkshire Resilience Forum (WYRF). The WYRF comprises representatives from the emergency services, the 5 West Yorkshire local authorities and other (Category 1 & 2) responders and voluntary and faith organisations. The WYRF is the process by which the organisations, on which the duties of the Civil Contingencies Act 2004 fall, co-operate with each other in peacetime (planning and exercising) and during response and recovery phases to an emergency. We understand that the WYRF has developed and continues to maintain robust plans and arrangements for an effective multi-agency response to emergencies, underpinned by the sharing of information, resources and regular training and exercising.
7. Linked to this, we note that 'Resilience Direct' is the government preferred system for sharing information between Category 1 & 2 responders to enable effective sharing of information during incidents such as situation reporting and mapping. We also recognise that being able to access the same information will provide a common picture/shared situational awareness – one version of the facts for all responding organisations. We were therefore pleased to learn that the Council's Resilience and Emergencies Team have been instrumental in supporting the roll-out of Resilience Direct through on-going review and testing of the product in development and providing briefing and training sessions.
8. Whilst the Council plays a lead role in shaping and driving plans of the WYRF, at a more local level we also welcome the key role of the Council in hosting Leeds Resilience Group Meetings. These involve local Category 1 and 2 responders along with other partner organisations that fall outside of the WYRF catchment, such as representatives from the universities, transport and utilities companies. Such meetings provide an opportunity for partners to receive information relating to developments, events and incidents



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

in the Leeds area, to support learning, share each other's experiences and support campaigns and exercises.

Sharing information and advice to identify and manage risks.

9. The National Risk Assessment (NRA) provides an evidence base of all risks which the UK faces. The NRA is revised and republished every three years and used by the West Yorkshire Resilience Forum to identify the risks specific to West Yorkshire. The risks identified are included in the West Yorkshire Community Risk Register, which is publicly accessible from the West Yorkshire Police Website. We also noted that the key risks facing West Yorkshire are being developed into an interactive e-Book from which the public can access further information and advice on risk mitigation by simply clicking on a link which can be embedded in partner websites and electronic documentation (bit.ly/wyrisks2019).

Engaging effectively with the public.

10. As well as engaging with key partners, we also recognise the importance of ensuring that the public are being engaged effectively in this agenda too, particularly in terms of identifying and managing potential risks. Linked to this, particular reference was made to the success of the ongoing *Project Servator* operation by West Yorkshire Police which aims to disrupt a range of criminal activity, including terrorism, while providing a reassuring presence for the public. To achieve this, the police are working closely with partners, businesses and the public to encourage the reporting of suspicious behaviour as

such local intelligence can then be used towards making West Yorkshire a difficult place for criminals and terrorists to operate.

11. Whilst already acknowledging that the public have access to information via the West Yorkshire Community Risk Register, we understand that the Resilience and Emergencies Team also have public facing pages on the Council's website (LEEDS.GOV.UK) including a link to the 'Emergency Planning Information Brochure' which provides information guidance and checklists including 'home emergency kit', 'preparing your household' and 'useful contacts'.
12. As well as being able to access such information online, we identified a need to explore other additional ways of disseminating key information more widely to residents. Linked to this, we recognise potential opportunities to maximise the use of existing systems and processes within the Council, such as the Council Tax notification process, in terms of capturing the attention of all households in Leeds.

Recommendation 1

That the Director of Resources and Housing takes the lead in exploring additional ways of proactively disseminating key information and guidance, such as the 'home emergency kit', 'preparing your household' and 'useful contacts' more widely to local residents. Linked to this, particular consideration should be given towards potentially maximising existing systems and processes within the Council, such as the Council Tax notification process.



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

13. In terms of communicating messages linked to incidents and events, we acknowledge the use of the current Leeds Alert 'warning and informing' system. This is a joint initiative between West Yorkshire Police and the Council and is used for issuing warnings and information relating to incidents and events in the Leeds area. Though primarily focussed on businesses, Leeds Alert also has a public social media presence via the Leeds Alert Twitter account, which currently has in the region of 8000 followers.
14. We also understand that general public awareness, warning and information sharing in the event of an emergency is led by the Council's Press and Marketing/Communications Team using the Emergency Communications Plan and various methods including the Corporate Facebook/Twitter accounts.
15. In welcoming the use of various social media platforms to communicate widely with businesses and the public in 'real time', we acknowledge that some of the terminology that is often used in warning messages, such as "yellow alert", is devised and owned by relevant national agencies over which the Council has no control i.e. Environment Agency, Met Office etc.
16. We would expect that such agencies will have worked, through consultation, to make sure that its messages are being easily understood and are presented in the best way/format for the intended audience. We therefore appreciate the reluctance of the Council to deviate or try to re-word their warning messages and instead will act as a key conduit to share such messages as widely as possible using its own social media platforms.
17. We acknowledge that such warning messages will often also contain additional advice on how best to act upon the information that has been provided. We therefore accept that a responsibility is also placed upon the receiver to ensure that they do fully understand the implications of the information being shared and act in accordance with the advice provided.
- Raising awareness and sharing information with Councillors.
18. We recognise that Councillors also play a key leadership role that includes political leadership (ensuring that the Council is meeting its obligations under the Civil Contingencies Act 2004), civic leadership (providing a focal point for the local area during an emergency) and, community leadership (helping to increase community resilience and supporting communities' emergency responses including through the recovery period).
19. In November 2018, the Local Government Association also acknowledged the important role of Councillors and published 'A councillor's guide to civil emergencies' (<https://www.local.gov.uk/councillors-guide-civil-emergencies>), which sets out the role of Councillors in terms of preparedness and resilience, response, and recovery.
20. Linked to this, we support the need to generate greater awareness and understanding of the existing resilience and emergency planning arrangements amongst local Councillors in order to



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

raise the profile of this agenda and equip them with the necessary knowledge needed to undertake their role effectively.

21. Whilst we welcomed proposals for the Council's Resilience and Emergencies Team to hold a dedicated Councillor briefing/seminar in this regard, we would also advocate proactive working with Councillors via the Community Committee network.

Recommendation 2

That the Director of Resources and Housing works closely with the Director of Communities and Environment in utilising the Community Committee network to engage proactively with all Councillors in generating greater awareness and understanding of the existing local resilience and emergency planning arrangements and the implications and effectiveness of their own role in this regard.

22. As emergencies do unfold, the accuracy and expediency of information being shared with Councillors is also a fundamental factor in enabling them to undertake their role effectively.
23. In terms of the accuracy of information, we appreciate that initial information may be limited as further investigations are made to establish the full facts and implications of an incident. In view of this, we recognise the need for information to be communicated in 'real time' to Councillors. In this respect, we appreciate that the Resilience and Emergencies Team will evaluate the merits of existing communication

mechanisms and act accordingly to ensure that all Councillors receive accurate and timely information surrounding an emergency incident. Linked to this, we understand that the team will make use of the Leeds Alert text facility to convey very urgent messages and use email to send information that includes reports and maps, as such information cannot be conveyed via text. This particular method of communication also offers a more secure means of sharing information.

24. As reflected in our earlier comments, we accept that there is also a responsibility placed upon Councillors to ensure that they fully understand the implications of the information being shared with them and to act in accordance with the advice and training that they have received.

Embracing the ongoing development of plans and capabilities

25. As a Council, it is evident that we have a suite of specific plans covering a range of emergencies including: City Centre Evacuation, Flooding, Fuel Crisis, Outbreak Plan, Reception Centres, Recovery Plan, Severe Weather and Mass Fatalities. However, we were particularly keen to understand how learning from incidents and emergencies, both local and national, have been used to inform the ongoing development of such plans and capabilities.
26. Particular references were made to developments stemming from Grenfell; Storm Eva and other formal reviews and reports, such as the Kerslake Report in relation to the Manchester Arena attack, where general learning points had been



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

clearly identified for both Category 1 and 2 responders.

regularly reviewed, revised and exercised.

27. In relation to Grenfell, the key learning for local authorities was the need to quickly have a presence visible at an incident. For the Council, this is addressed by use of the Emergency Coordination Vehicle (ECV) which can be quickly deployed to the scene and forms a focal point for responding council services, the public and other emergency services.
28. Developments identified from Storm Eva included; (1) a complete revision of the Emergency Handbook into the Emergency Management Plan which is now inclusive of a multi-agency response; (2) the development of a Situation Report which can be emailed to a predetermined circulation list (including all Councillors) which provides an overview of an incident describing the key elements of the Council's response; (3) the Resilience and Emergencies Team working with voluntary organisations to undertake research and development of guidance relating to spontaneous volunteers. This has resulted in the development of a Spontaneous Volunteers Toolkit jointly owned with the voluntary sector.
29. We were also pleased to note that the Council has progressed and implemented the 3 key actions identified from the Kerslake Report, which included; (1) implementation of GovRoam capability (2) installation of Videoconferencing (3) use of Resilience Direct.
30. Moving forward, we recognise the importance of ensuring that all plans are

Business Continuity Management

31. We are pleased to acknowledge that business continuity is well embedded within the Council, with 79 services identified as being key or critical, each having a Business Continuity Plan implemented. As a minimum, we understand that each Business Continuity Plan is subjected to an annual review, though plans are revised each time a change to the service is implemented or findings from incidents and exercises inform further development. In addition to this, an Annual Business Continuity Report has been produced since 2003 and is formally considered by the Council's Corporate Governance and Audit Committee.
32. We understand that Emergency and Business Continuity planning within each of the Council's directorates is overseen by each Directorate Resilience Group (DRG). Chaired by a Chief Officer, the DRG's have a key role in providing assurance to the Director that the resilience arrangements and response capabilities of the directorate are implemented, maintained and developed in line with changing risks.
33. Linked to the above, we also welcome the role of the Resilience and Emergencies Team in giving support to the Council's critical services and functions with devising and delivery of exercises to test Business Continuity Plans. These are desk-top based, and provide the opportunity to test and challenge managers and teams (in a safe environment) with their



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

arrangements and decision making during a range of incident scenarios.

34. At the time of our review, we particularly acknowledged that the potential impact of a no-deal EU-Exit had triggered an additional review of all Business Continuity Plans. We also noted that particular progress had already been made in planning for a potential no-deal EU-Exit (BREXIT) through the facilitation of a series of risk workshops (Infrastructure & Supplies; Economic Development; and Community Impact) that would inform the development of a Strategic City Response Plan. We also noted that a regional exercise had been held in January 2019, bringing together resilience forum representatives from North, South and West Yorkshire plus the Humber to play through a series of scenarios over three phases; prior to, during and post a no-deal exit. Those attending shared their own concerns as well as progress with planning and preparation.

Council Building Security

35. Terrorist attacks can result in a rise to the National Threat Level and arrangements have been developed for the Council to be able to quickly respond to a rise from 'severe' to 'critical' in the event of a terrorist attack occurring. Such developments include a 'LCC Building Security Policy' which sets out additional security arrangements at council buildings in the event of a rise to critical including measures such as bag searches and photo ID required for visitors.
36. However, as part of our review, we discussed more generally the intelligence gathering and risk

assessment process that is undertaken to help inform the security policy for each Council owned property, particularly those where the public may attend. Linked to this, we accept that accessibility for the public needs to be a key consideration as part of this process, whilst maintaining a proportionate response to any perceived threat. A security presence can act as a deterrent and provide reassurance to members of the public, but over-provision could also be perceived as a threat and a barrier to the public engaging with the Council.

37. Whilst acknowledging that each Council owned building would require a bespoke evacuation approach in the event of an emergency, we did discuss the potential merits of adopting a universal emergency warning system within all Council owned buildings. Emergency alarms, such as a fire alarm or an alarm indicating a lock-down of a building, might be instantly recognised by employees based at such building (through regular training and testing regimes), but not to staff working away from their usual place of work or other users of the building including visitors and members of the public. A universal emergency warning system would enable all staff, regardless of their usual place of work, and other users of Council owned buildings to be able to instantly recognise and respond accordingly to a particular emergency alert. We therefore suggest that further work is undertaken to explore the feasibility of this approach.



Scrutiny Board (Strategy and Resources) Resilience and Emergency Planning.

Recommendation 3

That the Director of Resources and Housing leads on exploring the feasibility of adopting a universal emergency warning system within all Council owned buildings aimed at enabling all staff, regardless of their usual place of work, and other users of Council owned buildings to be able to instantly recognise and respond accordingly to a particular emergency alert.

that the views of Scrutiny are also being embraced in this respect too.

Resilience is everyone's business.

38. We are fully supportive of the need to actively promote the message that 'resilience is everyone's business' as the Council cannot work in isolation to meet the high expectations placed on it by the public and government to be able to effectively respond to and recover from a major emergency in the Leeds and West Yorkshire area.
39. In undertaking this short review, we have been assured that there are appropriate resilience and emergency planning processes in place, underpinned by positive collaborative working.
40. In addition to this, we also take comfort in the knowledge that the Council will never be complacent with regard to this agenda. This has been evidenced by the robust risk awareness and horizon scanning arrangements that are also in place to identify and manage new risks, as well as being committed to evolve existing plans and processes based on learning from past experiences; exercising/testing outcomes; and learning from incidents both locally and nationally. Linked to this, we welcome

**Scrutiny Board (Strategy and Resources)
Resilience and Emergency Planning
April 2019**



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Report author: Angela Brogden
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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 1st April 2019

Subject: Embracing Digital Technology Solutions - draft Scrutiny Inquiry report

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

Summary of main issues

1. Linked to the Council’s Medium Term Financial Strategy 2019/20 – 2021/22, the Strategy and Resources Scrutiny Board was informed of work being progressed around seven key budget workstreams which, when successfully implemented, are anticipated to contribute significantly in the achievement of a balanced budget position in each of the years covered by the Strategy.
2. Linked to this, it was recognised that the Strategy and Resources Scrutiny Board could add particular value to the ‘Digital’ budget workstream focusing on the further use of technology to help reduce costs and improve customer experience.
3. The Board therefore agreed to undertake an Inquiry on ‘Embracing Digital Technology Solutions’. The terms of reference for this Inquiry were agreed by the Board in September 2018.
4. This inquiry has now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered. The Board’s draft report will therefore be made available in readiness for today’s meeting when Board Members will be asked to formally consider and agree its report.
5. Scrutiny Board Procedure Rule 13.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The Director shall consult with the appropriate Executive Member before providing any such advice. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".

6. Once the Board publishes its final report, the appropriate Director(s) will be asked to formally respond to the Scrutiny Board's recommendations.

Recommendation

7. Members are asked to consider and agree the Board's report following its inquiry on 'Embracing Digital Technology Solutions'

Background documents¹

8. 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 authors:
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Report of: The Director of City Development

Report to: Strategy and Resources Scrutiny Board

Date: 1st April 2019

Subject: Culture Strategy Delivery Plan - update

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 checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

This report updates the Scrutiny Board on progress with projects being developed as part of the Leeds Culture Strategy. As one of the projects of the Culture Strategy, it includes an update on the development of Leeds Culture Trust, the organisation set up to deliver Leeds 2023.

Recommendations

The Scrutiny Board is recommended to:

- Note progress on the range of projects delivered as part of the Culture Strategy Delivery Plan as set out in this report.
- Note the progress on Leeds 2023 and the establishment of Leeds Culture Trust.
- Endorse the continuation of the co-produced approach to the Culture Strategy Delivery Plan as set out in this report, including the creation of an open source online platform to host it.

1. Purpose of this Report

- 1.1 To provide members of the Board with an update on the progress of the Culture Strategy Delivery Plan following the adoption of the new Culture Strategy.

2. Background information

- 2.1 The initial proposals for a new Culture Strategy were discussed at a predecessor of this Board, the City Development Scrutiny Board, on 30th March 2016.
- 2.2 On 17th July 2017 Leeds City Council's Executive Board adopted the new Culture Strategy for Leeds 2017 - 2030. The Culture Strategy was the first of its kind in Leeds which was co-produced with the residents, artists and businesses of the city. The strategy includes six guiding values and principles, five aims and seven objectives. The strategy and associated appendices can be downloaded at www.leedsculturestrategy.co.uk.
- 2.3 On 14th February 2018 a further Scrutiny Board session approved the direction of travel and agreed to the Delivery Plan being extended up to 2023, to align with the Leeds 2023 festival.
- 2.4 Since its adoption the Culture Strategy has received some national and international recognition as a best practice example and model for co-producing future cultural policies of cities. Interest in the strategy has come from as far away as Iceland, the Scottish Government and Italy. The approach has informed the way in which other strategies have been developed within Leeds, as noted below.
- 2.5 One key action of the Culture Strategy was for Leeds to bid for the title of European Capital of Culture 2023. On the 23rd November 2017 the European Commission wrote to UK Government confirming its decision that, as a result of Brexit negotiations, the UK would no longer be eligible to participate in the European Capital of Culture competition.
- 2.6 Following a White Paper approved by Full Council on 10th January 2018, which gained cross party support, Leeds decided to move forward with plans to host a year-long celebration of its diverse cultures in 2023. Although not European Capital of Culture, the year will continue to have a strong international focus and will be rooted in the values, aims and objectives of the new Culture Strategy.
- 2.7 The Culture Strategy Delivery Plan, with Leeds 2023 as one of its projects, will continue the co-produced approach pioneered by the development of the strategy, seeking to share ideas, energy and resources and empower people to create and enjoy the cultures that are relevant to them.

3. Main Issues

Culture Strategy Delivery Plan 2018 - 2023

- 3.1 The development of Leeds 2023 is detailed in a separate section below. However a plethora of other projects are in development which also respond to the aims and

objectives of the Strategy. These are a mix of projects driven forward by officers and those which other organisations in the city are developing.

- 3.2 Staff changes within the officer team has delayed the implementation of a full online portal which will provide opportunities for many more projects and organisations to be included and promoted as part of the Strategy. However it is still the intention to develop this portal over the next 18 months as the staff team comes back to full-strength.
- 3.3 Whilst human resources have been partially limited there are actions and projects that are already in development as part of the Culture Strategy Delivery Plan. Projects which are included in the strategy needs to evidence a clear developmental aspect either in terms of new policies, relationships or approaches. They include projects at a variety of scales. Updates on eight of these projects are given below:

Culture Strategy Delivery Plan projects

- 3.4 The development of the **arts@Leeds grants programme** is one of the developments emanating from the Culture Strategy. As reported to a previous meeting of the Board, it is a three tier programme of funding and business support for arts organisations tailoring the support to the needs of the organisations as they grow. It aims to offer in kind support and training to ensure that organisations are ready to apply for funding and have a strong foundation for growth. The Investment Programme works with larger organisations to create a whole council relationship matching their expertise, programming and development needs with departments across the city council to deliver on a range of policy areas. The Development Programme targets arts organisation in growth helping them to scale up, develop robust business models and broaden their audience. The Engagement Programme has been launched to support non-funded arts organisation who are looking for support, training, development and networks. In each of these areas LCC has a different relationship with the organisations it supports as they are at different stages of their growth.

Initial meetings with the Investment Programme organisations were held, with follow-up meetings planned for spring 2019. With Development Programme organisations business reviews in the autumn will determine what support they need - with the opportunity to match them with an Investment Programme organisation which could provide mentoring, coaching or join their board.

The engagement programme was soft launched before Christmas and at the time of writing the team have hosted seventeen surgeries with individual artists and organisations, have delivered two sector workshops and a further two planned for this spring.

- 3.5 **Pilot Cities** is an international programme designed and delivered by United Cities and Local Government (UCLG) and Culture Action Europe (CAE). The objective of the Pilot Cities programme is to work with cities across the world to develop new and innovative approaches to embedding culture across areas such as urban design, economy, health, community and education. The programme aims to develop a series of project or 'pilot measures' in each city that respond to the specific challenges identified by the programme. In Leeds the initial stages of the project

identified challenges in integrating culture into the urban regeneration and planning of the city; connecting culture to the environment; and connecting culture to the economy.

Having undertaken the first stage of the programme, *analysis of the local context* via two workshops held in October 2017 and February 2018, Leeds has now progressed to the second stage, *design of the work programme*. An Advisory Panel including a broad representation from the culture sector has been established. The Advisory Panel has identified 'Pilot Measures' which respond to the areas identified in the workshops as needing improvement. Three of these 'Pilot Measures' have been supported by the Advisory Panel and are currently being developed in more detail by officers. In brief these are:

Creative Hub, a body which would provide business support and development opportunities to artists and cultural organisations in the city.

Reimagining Our Streets, a project taking place during Clean Air Day aimed at closing streets in communities and the city centre affected by poor air quality. Culture practitioners would then animate the streets with activity to further thought around environmental concerns.

Sustainable Arts in Leeds, a network of cultural organisations in the city which will work towards reducing their carbon footprints and acting on and promoting awareness of environmental concerns in Leeds.

The remaining Pilot Measures will continue considered, taking into account their feasibility and deliverability. All Pilot Measures will be taken to Executive Board before the next stage of the programme, *implementation of the work programme*.

- 3.6 A new **Leeds Cultural Education Partnership** to ensure that culture remains a key feature of education and can be created and enjoyed by anyone regardless of their background has been established.

This is vital work particularly because of the reduction of pupils studying creative subjects at school. Surveys have identified that skills such as empathy, communication, flexibility and creativity itself will be the some of the skills in highest demand in the next decades. A creative education is a solid basis for the development of these skills.

The Partnership focuses initially on schools and ensuring that the cultural offer provided by the city is as far as possible incorporated as part of the curriculum. For example Leeds Museums and Galleries Service has created a 'Leeds Curriculum' pulling together content and material relating to cultural stories of Leeds such as Leeds West Indian Carnival which will be used to inform lesson plans, school visits and events. Additionally, the Burberry Inspired programme is wholly externally funded and evaluated programme of creative education - and is working across 4 schools in Leeds as well as schools in Castleford and Keighley.

The independent Cultural Education Partnership has brought together a wide range of arts and cultural organisations, schools, further and higher education institutions

and Council officers to create an evidence-based, joined-up approach to strategy and investment in arts and culture, for children and young people in Leeds.

The partnership is keen to ensure that its work is closely aligned with the city's priorities, which informed the partnerships' vision and mission:

Vision: *Leeds is a city that grows the aspirations and talents of children and young people through access to high quality arts and cultural opportunities.*

Mission: *To address inequality in Leeds by ensuring all children and young people have access to a high quality arts and cultural education offer that responds to their needs.*

In this first phase of development, four priority areas have been identified, with task and finish groups being established to develop an action plan for each of these areas:

1. Advocacy and Communication
2. Young people's voice
3. Career and progression
4. Arts, Health and Wellbeing

Working with schools has been a particular focus for activity. The partnership is also working closely with Yorkshire Inclusive and Noctua Teaching School Alliances to deliver a programme of events to support schools to embed Arts, Culture and Heritage in their Curriculum.

- 3.7 Leeds seeks to embrace the value of cultural and public life through not only through the Culture Strategy but also through **Our Spaces Strategy**. Whilst this work is managed outside of the Culture and Sport team it is closely linked to the Culture Strategy and is informed by its values. Leeds has set a bold new vision for public space to become its greatest cultural asset, embedding culture into streets, parks and urban space. The strategy, which is currently under consultation, aims for Leeds to be a city exemplary in its appreciation for art and culture, setting it apart as a destination where local and global artists, directors, makers and creators come to collaborate, building an international reputation, attracting future investment and ensuring that the communities of the city have a civic sense of pride and ownership in our urban environment.

Through multiple public realm projects the Our Spaces Strategy aims to reimagine and expand existing public space, using a range of temporary, tactical, pop-up, and large scale permanent solutions to embed culture across the diverse range of spaces.

In addition to directly addressing the quality of the city's public space, Our Spaces has a crucial role to play in the delivery of the Culture Strategy. Through the installation of appropriate infrastructure and programming our streets and public spaces it will facilitate and inspire cultural activity.

- 3.8 An **Economic Impact study** baselining the impact, value, size and scope of the cultural sector, cultural industries and creative industries is in development. The

study will also forecast the potential economic impacts of culture under different scenarios until 2030, when the current Culture Strategy will end. An external agency, Burns Owen Partnership was commissioned via an open tender, and officers in the Culture and Economic Development teams were interviewed and consulted throughout the research. The results of the study are being compiled in a report and initial findings were presented to officers in mid-March. The results from this study will help to inform the delivery of policies and projects across the city, by the City Council and its partners, including by Leeds Culture Trust. The study also attempts to analyse the nature and impact of the significant number of graduates studying creative subjects in the city.

- 3.9 The Council has continued to lead on national policy development through the work of the Core Cities Group, with the Leader of Council and Chief Executive chairing the respective national groupings. In February 2019 the **Cultural Cities Enquiry**, which had been commissioned by the Core Cities, launched its report at an event in London. Rather than debating the value of culture, a case the Core cities considered being already proven, the enquiry focused on future funding models for culture in cities. The main recommendations focussed on leadership, investment, talent and place. One of the recommendations, that government starts to consult widely on the potential of primary legislation to enable a tourist/bedroom tax, has received some media profile, not least as the devolved Government in Scotland is already considering this as an option.
- 3.10 **Music:Leeds** will work towards the city's ambition to support, develop and nurture a 'City of Creators' at all levels within the music industry, opening new routes to career progression for children and young people, creating a robust yet flexible and responsive eco-system for artists living and working within the city, and building capacity within the sector for the city's artists and musicians to respond to Leeds 2023.

Music:Leeds has now officially launched as a new, regional, not-for-profit development body and will focus on developing and continuing to deliver a city-wide Music strategy which encompasses three core areas (Creative Development and Business / Enterprise Growth, Place making and Tourism and Access to Music) and seven project streams (Artist Development and Business Support, Networking, Communication, Capacity Building, Storytelling, Heritage and Open Access).

Music:Leeds organised the first annual City Music Forum on 5 March 2019, during which approximately 150 attendees were able to feedback on this proposed activity, discuss common issues and highlight opportunities for collaboration. It launched a Gender Rebalance Equality Action & Advisory Team, a new advisory group focusing on gender equality; and launched the 'Launchpad', an artist development programme.

The next priorities and focus for Music:Leeds will be determined by the feedback from the City Music Forum, which is soon to be published. However, some projects that already under way include: the development of the Music:Leeds website, to promote information on opportunities and engagement routes; improve deaf and disabled people's access to live music and create improved signposting on accessibility information for venues across the city; and promotion of Leeds music

heritage, including a project aimed at recovering lost recordings and promoting artists from the past with no digital presence but still active fanbases.

- 3.11 Leeds has been successful in its application to host the **EUROCITIES Culture Forum** from 9 - 11 October. Approximately 130 delegates are expected to attend from across Europe. News of the successful application follows Leeds 2023 being awarded the EUROCITIES award for Cooperation for its work on 2023 at the EUROCITIES Annual General Meeting in November 2018. The Forum in October will coincide with Light Night.

The challenges identified by the EUROCITIES own Culture Strategy strongly relate to the question of how our cities can be truly inclusive of their creative makers, residents and audiences. The theme for the programme taking place in Leeds in October is 'Inclusive Cities through Diverse Partnerships'.

- 3.12 Aware that not everyone in the city has access to the internet and digital services, officers have continued to invest time and energy in qualitative conversations and building new relationships. In addition the 2023 engagement group continues to meet as does the **THINK Leeds** young people's group

Leeds 2023 update

- 3.13 Leeds 2023 itself is part of the Culture Strategy Delivery Plan. A key decision on taken at Executive Board in July 2018 was to establish the Leeds Culture Trust, an independent organisation that would organise the new festival. This had been part of the plans had the city been successful in winning the European Capital of Culture title, and was agreed to still be the best way to deliver the new festival.
- 3.14 As the project has moved into the delivery phase, the work of the Leeds 2023 Independent Steering Group (ISG), chaired by Sharon Watson, came to an end. Formed in 2014, the ISG worked tirelessly on developing a compelling bid for the European Capital of Culture competition. Officers and the city are indebted to the ISG members for all their great work and dedication to the project which could have not been achieved without the passion, energy and commitment of the steering group. The ISG has led the city to increase the profile of culture in the city leading to significant changes in how it is perceived - perhaps most obviously evidenced in the decision of Channel 4 to relocate to here.
- 3.15 As part of ensuring robust governance and delivery mechanisms are in place for the successful delivery, the search began to find a suitably qualified chair of the new Trust. Following extensive consultation and widely advertising the role, the Trust was able to secure Ruth Pitt as chair. Ruth starts publicly her role from April 2019.
- 3.16 Initial funding has been transferred to enable the Trust to secure professional services to set up the necessary background systems including recruitment and HR, payroll, office space and equipment etc. The Trust has appointed Julia Shemilt ACMA, a qualified accountant and HR professional as its Company Secretary and as the interim Business Development Manager to support the Chair. Since November 2018, Julia has worked alongside Council officers to take forward the development of the Trust. The Trust is also taking on-going and independent advice on matters

relating to finance, law and governance from a firm which specialises in giving advice on such matters to cultural, educational and creative organisations.

- 3.17 The Culture and Sport team is still supporting the Trust as it establishes itself as part of the handover of 2023 responsibilities. In a similar manner to the extensive search for a Chair, an international search for a suitable Creative Director has followed similar pattern, with extensive consultation, discussions with key individuals to help with the search and widely advertising the role. Applications for the role closed at the end of February 2019. 45 applications were received including a number of international applications. First stage interviews took place in March with a second stage planned for April. An announcement of the successful candidate is expected shortly afterwards.
- 3.18 Whilst the Trust does yet have a financial director or fundraiser in place it has nevertheless benefitted from the Council's funding application to the Business Rate Pool, and will benefit from additional funds of £350k in both 2019/20 and 2020/21 through this route. The University of Leeds has also confirmed its intention for an ongoing financial commitment to the Trust.
- 3.19 An independent organisation will therefore deliver 2023 as agreed at Executive Board in July 2018. This means the Trust having a similar level of artistic independence as its counterparts in other global cities. By doing so it replicates the same well-established 'arms-length' principle which, for instance, distinguishes the artistic decisions of Arts Council England from Government: Government sets a broad artistic and cultural policy - as has the Council through establishing the overall direction of the Trust. The Arts Council then makes individual artistic and programming decisions to deliver that strategy - and the same artistic independence will now apply to Leeds Culture Trust.
- 3.20 The responsibility for monitoring grant agreements will lie with the Chief Officer, Culture and Sport. The right of an officer to attend the Trust's Board in an observer capacity to fulfil this function will be established.
- 3.21 Separately, it has been agreed that the Leader of the Council and Cllr Dan Cohen (both former members of the Leeds 2023 Independent Steering Group SG) will join the Trust as Board members from March 2019. The Council appointees will thereafter be determined by Members Management Committee on an annual basis in the normal way. The role of Cllr Blake and Cllr Cohen (or their successors) will be to act in the best interests of the Trust, rather than directly representing the Council's interests as such. It will be grant agreements which provides the formal legal protection of the Council's interests.

4 Corporate Considerations

- 4.1 The extensive qualitative research and development of the Culture Strategy and the subsequent consultation demonstrated a strong appetite for the subsequent Delivery Plan to remain an open, shared and co-created endeavour as opposed to a top-down prescriptive plan.
- 4.2 The Council's decision to continue with plans for an international festival of culture in 2023 was built on the recognition from across community, business, artistic and

political stakeholders that the hard work of the last five years must not be lost. It will help create a meaningful and sustainable legacy from the European Capital of Culture 2023 bid which goes beyond a year of celebration and aims for a step-change in the quality of life experienced across communities in Leeds.

- 4.3 This approach continues to support the city's ambitions to become 'Best City 2030' and create the conditions included in the city's Inclusive Growth Strategy supporting the Strong Economy, Compassionate City agenda.

5 Consultation and Engagement

- 5.1 The UCLG Pilot Cities Programme (see above) is a consultative process and has included a range of cultural practitioners in its work.
- 5.2 The development of Music:Leeds has consultation at its core with about 150 delegates attending a recent seminar to develop the strands of its work.
- 5.3 The project continues to retain the commitment to the principles of co-production created an open, accessible and inclusive platform that anyone in Leeds has the opportunity to contribute to.
- 5.4 Using **The Our Spaces Strategy** and the Culture Strategy's principles as the starting point, officers have been engaging with the people of Leeds, key stakeholders, visitors, residents and businesses to seek their views on how Leeds public realm can improve for them as well as thoughts on the draft Our Spaces Strategy. Engagement began in November 2018 with consultation set to continue until the end of April 2019. To date we have engaged with around 2000 people. The feedback will help to shape the content and look of the final strategy, ensuring it is suitably robust to inform the design and provision of new public spaces over the next 10 years.

6. Equality and diversity / cohesion and integration

- 6.1 Both the Culture Strategy and Leeds 2023 are based on an inclusive vision for Leeds where the diversity of our cultures is seen as our fundamental strength. Individual projects within the strategy continue to support this view through respective initiatives such as:
- arts@leeds works with a very wide cross-section of Leeds citizens who, through their programmes, work with an even wider mix of peoples (eg The Performance Ensemble working with people over 60, Chapel FM with people living in and around Leeds 14, and South Asian Arts working with people from the South Asian and other communities);
 - Young people being engaged directly through the Leeds Cultural Education Partnership and relationships with Children's Services;
 - Our Spaces has a clear focus in working with areas on the outskirts of the city centre, whilst actively engaging community groups to ensure their voices are heard within the consultation on the strategy;
 - Music:Leeds has launched a 'gender rebalance equality action and advisory team' - a new advisory group focusing on gender equality; and
 - the EUROCITIES Culture Forum focuses on promoting culture as a means of social change and using culture to improve relationships between people. The

Leeds Forum in October 2019 will focus on the theme of 'Inclusive Cities through Diverse Partnerships'.

7 Council Policies and City Priorities

- 7.1 The new Culture Strategy for Leeds 2017 - 2030 is a key element of our 'Best City' ambition. It has the potential to support all eight of the 'Best City' outcomes, giving further evidence of the way in which culture and cultural activity is a vital part of all our lives and that of future generations. It is also reflected in of the twelve 'big ideas' identified in the city's Inclusive Growth Strategy.
- 7.2 Working to deliver on the promise to balance a strong economy with a compassionate city, done strategically and well, the Culture Strategy Delivery Plan has the potential to help the city to achieve health and well-being targets, increase rates of participation, promote coexistence, create new jobs, boost skills, and add to civic pride in our city.

8 Resources and value for money

- 8.1 The new Culture Strategy for Leeds 2017 - 2030 received financial support from Arts Council England and in kind support from the University of Leeds to develop and implement the new approach.
- 8.2 Council Officers have been seeking external funding to support the Culture strategy. For instance, in autumn 2018 an application was made to the Culture Development Fund which had been launched as part of the Government's Creative Industries Sector Deal - itself part of the National Industrial Strategy. The Leeds bid proposed investment into creative industries workspace, out of school creative education and into Leeds 2023 - all areas of direct read across the Strategy. The fund received nearly 100 expressions of interest of which 19, including ours, were asked to submit a full proposal. Under assessment by Arts Council England the Leeds proposal was one of the three highest scoring of those 19 - but unfortunately was ultimately unsuccessful as part of the decisions resulting from the independent panel and Ministerial deliberations. Whilst unsuccessful, the work done in making the bid has helped strengthen partnerships in the city.
- 8.3 Officers will continue to seek external funding to deliver the ambitions of the Culture Strategy.
- 8.4 Leeds Culture Trust is targeted to triple the council's investment in 2023 through other fundraising with some inroads already having been made. Targets for it to reach this amount will be subject to regular monitoring of its performance by officers as referred to above.

9 Legal Implications, Access to Information and Call In

- 9.1 This report is not subject to call in.

10 Risk Management

10.1 The Culture Strategy Delivery Plan is vital to ensuring that the aims and objectives of the new Culture Strategy for Leeds 2017 - 2030 are delivered and to creating the necessary conditions for a bold, ambitious and inclusive year-long celebration of our diverse cultures in 2023.

10.2 There is a risk that Leeds Culture Trust will not achieve the ambitious goals set for it by the Council. A robust funding agreement alongside a consistent monitoring through a grant agreement will be put in place to best reduce this risk.

11 Conclusions

11.1 The Council has shown ambition and vision in both creating the Culture Strategy for Leeds 2017 - 2030, as well as pursuing an international festival of culture in 2023. The disruption of the European Commission decision has been overcome and a range of other projects are developing.

11.2 Work will continue on the progress noted in this report to develop a suitable framework for an open and inclusive Delivery Plan. This will allow anyone in the city to have the opportunity to contribute, empowering people across Leeds to create and enjoy their own cultures and ensuring that culture is embedding across a range of policy areas.

12 Recommendations:

12.1 The Scrutiny Board is recommended to:

- Note progress on the range of projects delivered as part of the Culture Strategy Delivery Plan as set out in this report.
- Note the progress on Leeds 2023 and the establishment of Leeds Culture Trust.
- Endorse the continuation of the co-produced approach to the Culture Strategy Delivery Plan as set out in this report, including the creation of an open source online platform to host it.

13 Background papers¹

13.1. None used

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

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Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 1st April 2019

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 remainder of the current municipal year.

2 Main issues

2.1 At its initial meeting in June 2018, the Scrutiny Board discussed a range of matters for possible inclusion within the overall work schedule for 2018/19. The areas discussed included a range of matters which were then used to help formulate an outline work schedule.

2.2 The latest iteration of the work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

2.3 Executive Board minutes from the meeting held on 13 February 2019 are also attached as Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

2.4 The work schedule should not be considered a fixed and rigid schedule, it should be recognised as something that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

- 2.5 However, when considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary 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.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 2.6 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where deemed appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

Developments since the previous Scrutiny Board meeting

- 2.7 There have been no significant developments to report since the Board’s previous meeting.

Developing the work programme for the new municipal

- 2.8 Scrutiny Boards are subject to an annual review and appointment process as part of the overall governance arrangements presented and agreed by Council at its annual meeting each year
- 2.9 As such, Scrutiny Boards have tended to adopt different approaches to planning for the new municipal year and providing a ‘handover’ of issues to be considered by the appropriate and newly constituted Scrutiny Board.
- 2.10 Historically, at the first meeting of the municipal year, Scrutiny Boards have been presented with an outline of proposed formal meeting dates, alongside a draft work schedule that reflected traditional and known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
- 2.11 Specific scrutiny inquiries have tended to be identified at the initial meetings in June / July each year; however some Scrutiny Board members have raised concern around this approach and the impact this can have on progressing and completing identified inquiries in a timely manner.
- 2.12 In order to bring these matters together and to adopt a longer-term approach to planning Scrutiny Board work programmes; each Scrutiny Board is being presented with:

- (a) A draft schedule of planned meeting dates for the municipal year (2019/20)

- (b) A draft work schedule that includes known items of scrutiny activity, such as performance and budget monitoring, identified Budget and Policy Framework items and recommendation tracking.
- (c) Details of specific areas / matters to be recommended for consideration by the appropriate Scrutiny Board, as part of the overall 2019/20 work programme.

2.13 The draft work schedule is presented at Appendix 3 for consideration. This also outlines planned meeting dates and for consistency, it is proposed to maintain the current meeting arrangements for the new municipal year, i.e. meeting on Mondays at 10.30 am (pre-meeting at 9.30 am).

2.14 In considering the details presented at Appendix 3, Members of the Scrutiny Board are reminded to consider the information outlined in paragraph 2.5.

2.15 In terms of any specific areas/ matters to be recommended to the successor Scrutiny Board, members are invited to comment on and consider the following areas that have been highlighted during the course of the current municipal year:

- Business Rates
- Development of the One Yorkshire Devolution Deal

2.16 The Scrutiny Board is also invited to recommend any other matters for the successor Board to consider.

2.17 In agreeing to recommend any specific matters for consideration by the successor Scrutiny Board, members should recognise the future work schedule will:

- Become the responsibility of a successor Scrutiny Board (subject to the arrangements agreed by Council in May 2019).
- Remain flexible and adaptable to reflect any new and emerging issues or changing priorities identified in the new municipal year.
- Need to reflect any timetabling issues that might occur from time to time.

2.18 Nonetheless, setting out proposed meeting dates and a draft work schedule for the new municipal year will provide a foundation that will not only help with the initial planning for next year's Scrutiny Board, it also has the potential to help with planning the work programme in the longer-term.

3. Recommendations

3.1 The Scrutiny Board is asked to:

- a) consider the matters outlined in this report, and the appended information and matters raised during the meeting.
- b) agree or amend the overall work schedule as presented at Appendix 1 as the basis for the Board's work for the remainder of 2018/19.
- c) consider the draft work schedule as presented at Appendix 3 and make recommendations as deemed necessary.

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 Performance – 2017/18 Outturn (PM) Financial Health Monitoring 2018/19 (PM) Treasury Management – 2017/18 Outturn (PM)	
Working Group Meetings		
		Scrutiny Inquiry – Embracing Digital Technology Solutions - drafting terms of reference – 1 st August 2018 at 10.30 am
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.
Draft Gambling Act 2005 Statement of Licensing Policy (PDS) Civic Enterprise Leeds – performance update (PM) Medium Term Financial Strategy (PM) Annual Corporate Risk Management Report (PM) Scrutiny Inquiry – Embracing Digital Technology Solutions – Agreeing terms of reference (PSR)		Business Rates – position update (PSR) Effective Procurement – Update (PM) Devolution – Update (PSR)
Working Group Meetings		
	Session 1 Inquiry Session – Embracing Digital Technology Solutions (PSR) – 22/10/18 The management and financial implications of council owned void properties (PSR) – 29/10/18	
Site Visits		

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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 21st 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)	Electoral, Registrars and Licensing – Update (PM) HR - Employee Engagement Survey (PDS) HR – Health and Wellbeing Update (PM) Business Rates Appeals (PSR) The management and financial implications of council owned void properties – Draft Scrutiny Board Statement (PSR)
Working Group Meetings		
Session 2 Inquiry Session – Embracing Digital Technology Solutions (PSR) – 11/12/18 Maximising the Apprenticeship Levy in terms of workforce development (PSR) – 14/12/18		Emergency Planning and the Council's position in light of recent national reviews (PSR) – 28/02/19 @ 10.30 am
Site Visits		

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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.	Meeting Agenda for 1st April 2019	No Scrutiny Board meeting scheduled.
	New Procurement Strategy – Update (PDS) Leeds Culture Strategy/Leeds 2023 Developments – Update position (PSR) Embracing Digital Technology Solutions – Draft Inquiry Report (PSR) Resilience and Emergency Planning – Draft Statement of the Scrutiny Board (PSR) Maximising the Apprenticeship Levy – Working Group Summary (PSR)	
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

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

EXECUTIVE BOARD

WEDNESDAY, 13TH FEBRUARY, 2019

PRESENT: Councillor J Lewis in the Chair

Councillors A Carter, R Charlwood,
D Coupar, S Golton, R Lewis, L Mulherin,
J Pryor and M Rafique

APOLOGIES: Councillor J Blake

144 Chair of the Meeting

In accordance with Executive and Decision Making Procedure Rule 3.1.5, in the absence of Councillor Blake who had submitted her apologies for absence from the meeting, Councillor J Lewis presided as Chair of the Board for the duration of the meeting.

145 Exempt Information - Possible Exclusion of the Press and Public

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt from publication on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) That Appendices A and B to the report entitled, 'Full Fibre Network Programme for Leeds', referred to in Minute No. 159 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices provide commercial pricing from those suppliers involved in the Soft Market Test. In order to obtain the most competitive prices possible in response to a future procurement exercise the Council does not wish to put pricing information received to date into the public domain. It is felt that disclosure of this information would be prejudicial to the Council and the suppliers involved. As such, this information is deemed exempt from publication due to its commercially sensitive nature and the disclosure of which may have a detrimental impact on the outcome of any future procurement. With this in mind, it is felt that maintaining such information as exempt from publication outweighs the public interest in disclosing it at this time;
- (b) That Appendix A to the report entitled, 'Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways (LCR) and Leeds City Council', referred to in Minute No. 163 be designated as exempt from publication in accordance with

Draft minutes to be approved at the meeting
to be held on Wednesday, 20th March, 2019

paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within that appendix relates to the financial and business affairs of both the Council and LCR. To disclose the information contained within Appendix A could prejudice the Council's position in relation to the proposals outlined in the submitted report. As such, in these circumstances, it is deemed that the public interest in maintaining the exemption outweighs the public interest in disclosing the information;

- (c) That Appendices 2 and 3 to the report entitled, 'Leeds City Region Enterprise Zone Update and Infrastructure Delivery', referred to in Minute No. 166 be designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that the information within those appendices relate to the financial and business affairs of the Council and Northern Powergrid (NPG) and the disclosure of such information would be prejudicial to the Council's negotiations with NPG as well as to the commercial interests of both parties. In these circumstances, the public interest in maintaining such information as being exempt from publication outweighs the public interest in disclosing it.

146 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared during the meeting.

147 Minutes of the Previous Meeting

RESOLVED – That the minutes of the previous meetings held on the 19th December 2018 and the 14th January 2019 be approved as a correct record.

HEALTH, WELLBEING AND ADULTS

148 Safeguarding Adults Board: Annual Report 2017/18 and Strategic Plan 2016/19

Further to Minute No. 84, 18th October 2017, the Director of Adults and Health submitted a report presenting the Leeds Safeguarding Adults Board Annual Report for 2017/18, together with its Strategic Plan (2016/19). The report looked to provide details of the Board's achievements over that period and set out the Board's ambitions moving forward.

The Board welcomed Richard Jones CBE, Independent Chair of the Leeds Safeguarding Adults Board to the meeting, who was in attendance in order to introduce the key points of the annual report and to highlight key priorities.

Responding to a Member's enquiry, the Board received further information regarding the existing arrangements in place and the ongoing work being undertaken with neighbouring Authorities and partners to further develop the collaborative approach towards safeguarding matters, specifically those with cross-boundary implications.

Again, in response to a Member's enquiry, the Board received information on the role played by third sector organisations in the promotion of safeguarding

in the particular communities they serve, together with the work being undertaken to continue to develop the third sector's role in this area.

RESOLVED –

- (a) That the contents of the Leeds Safeguarding Adults Board Annual Report 2017/18 and the Board's Strategic Plan going forward, as appended to the submitted report, be noted;
- (b) That the strategic aims and ambitions of the Leeds Safeguarding Adults Board, which looks to make Leeds a safe place for everyone, be supported.

LEARNING, SKILLS AND EMPLOYMENT

149 Determination of School Admissions Arrangements for 2020/21

The Director of Children and Families submitted a report which sought approval of the Local Authority Admissions Policy and admissions arrangements for school entry in 2020. Also, the report detailed the changes which had been made to the policy, and invited the Board to note the updated co-ordination arrangements.

RESOLVED –

- (a) That in considering the school admissions arrangements for 2020, approval be given to the Admissions Policies for Primary and Secondary schools, as detailed within Appendices A and B to the submitted report, with the following being noted:-
 - (i) That the nearest priority is no longer included in the policy for Community and Voluntary Controlled Primary Schools and that applications will be prioritised based on catchment area priority;
 - (ii) That any child with a sibling on roll at the school at the time of admission will receive sibling priority for admission;
 - (iii) That applications received more than 4 weeks after the national deadline for applications will be considered as 'late' and therefore considered after all 'on time' preferences (currently 6 weeks);
 - (iv) That the wording in relation to Children Looked After has been amended to reflect current legislation and practice;
 - (v) That parents will apply directly to the Local Authority for a school place outside the normal admissions round (rather than directly to their preferred school); and
 - (vi) That the policy includes greater clarity regarding waiting lists, home addresses, shared care arrangements where parents have separated and how multiple birth siblings do not have the random allocation tie break applied where they are tied for the final place available.
- (b) That the co-ordinated scheme for admission arrangements for entry in September 2020, as detailed at Appendices C and D to the submitted report, be noted, with it also being noted that there are no changes to

the 2019 arrangements, other than updates to timelines, and that in-year applications should be sent to the Admissions Team rather than directly to schools;

- (c) That it be noted that the officer responsible for this work is the Lead for the Admissions and Family Information Service, with it also being noted that the date for implementation (ie. determination of any revised policy) is by no later than 28 February 2019, with the policy being published by 15 March 2019.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

150 Design & Cost Report and Tender Acceptance Report for the Learning Places expansion of Moor Allerton Hall Primary School

Further to Minute No. 124, 19th December 2018, the Director of Childrens and Families submitted a report on the proposed expansion of Moor Allerton Hall Primary School with specific reference to the proposed entering into a Joint Contracts Tribunal (JCT) 2016 contract with Leeds D&B One Co. for the delivery of critical works which were required to adhere to the expansion programme. In addition, the report sought the necessary approvals to enter into related contracts and to incur the necessary expenditure.

Responding to a Member's enquiry, the Board discussed and received further information on the estimated overall costings for the scheme, and what the estimated costs, as detailed within the submitted report, were comprised of.

RESOLVED –

- (a) That the expenditure of £5,653,729.02 from capital scheme number 32737/MAL/000 for the construction work and associated fees for the expansion of Moor Allerton Hall Primary School, necessary for occupation from September 2019, be approved;
- (b) That the acceptance of the tender submitted via the Leeds Local Education Partnership in the sum of £4,730,797 inclusive of all professional design fees incurred by the appointed contractor, development costs and surveys incurred by the contractor, be authorised; with it being noted that this figure includes the previously approved sum of £355,503.43 for the completion of the necessary 'Early Works' packages, and that the release of funding for the construction costs will be subject to valuations completed and validated by NPS Ltd. (Leeds);
- (c) That the requirement to enter into a contractual agreement with Leeds D&B One Co. in order to deliver the development at Moor Allerton Hall Primary School, be authorised, which will take the form of a JCT 2016 head contract between the authority and Leeds D&B One Ltd. for the sum of £4,730,797;

- (d) That approval be given to the entering into a deed of variation with Environments for Learning Leeds PFI One Limited, in order to exclude the existing service road across Allerton Fields from the PFI site for Allerton Grange School in order that such access road can be remodelled as part of the development at Moor Allerton Hall Primary School;
- (e) That approval be given for the resolutions, as minuted, from this report to be exempted from the 'Call In' process, on the grounds of urgency, as detailed within sections 4.5.1 – 4.5.4 of the submitted report;
- (f) That it be noted that the estimated scheme cost of £5,653,729.02 includes: £4,730,797 for construction works (this is the contract / tender submission value inclusive of £355,503.43 of previously approved 'Early Works' costs); professional fees and survey costs of £509,285; £30,000 for loose furniture and equipment; £55,500 for supporting costs and a client held contingency commensurate to the scale and complexity of the project; with it also being noted that the construction cost includes £358,694.00 of 'on-site' Highways upgrades to facilitate the conversion of the PFI service road into a drop-off loop serving both Moor Allerton Hall and Allerton Grange School, with it being further noted that this solution has been developed in conjunction with Planning and Highways in response to evidenced congestion and road safety issues in the locality and which represents a significant and critical 'abnormal' added to the scheme during design development;
- (g) That it be noted that the officers responsible for the implementation of the above resolutions are the Head of Service Learning Systems and the Head of Projects and Programmes, Asset Management and Regeneration, and that approval be given to authorise such officers to enter into all other agreements which are required to deliver this project.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

(The Council's Executive and Decision Making Procedure Rules state that a decision may be declared as being exempt from the Call In process if it is considered that any delay would seriously prejudice the Council's, or the public's interests. In line with this, the resolutions contained within this minute were exempted from the Call In process, as per resolution (e) above, and for the reasons as detailed within sections 4.5.1 – 4.5.4 of the submitted report)

151 Outcome of Statutory Notice to permanently increase learning places at Benton Park Secondary School from September 2021

Further to Minute No. 89, 17th October 2018, the Director of Children and Families submitted a report detailing proposals brought forward to meet the Local Authority's duty to ensure a sufficiency of school places. Specifically, this report detailed a proposal to expand secondary school provision at

Benton Park Secondary School and sought a final decision in respect of this proposal.

Members welcomed the proposed expansion of provision at Benton Park Secondary School, and responding to a Member's enquiry, the Board received further information on the actions being taken which aimed to deliver increased funding where it was required for other schools of a similar priority.

RESOLVED –

- (a) That the proposal to permanently expand secondary provision at Benton Park Secondary School from a capacity of 1225 pupils to 1500 pupils, with an increase in the admission number from 245 to 300, with effect from September 2021, be approved;
- (b) That it be noted that the implementation of the decision (as above) is subject to feasibility and planning permission, as indicated at section 4.4.1 of the submitted report, and that the proposal has been brought forward in time for places to be delivered for 2021;
- (c) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

COMMUNITIES

152 Locality Working and Priority Neighbourhood Update

Further to Minute No. 101, 15th November 2017, the Director of Communities and Environment submitted a report which highlighted the progress which had been made to date, the emerging issues which had arisen and the areas for further development in relation to the Locality Working and the Priority Neighbourhood work programme.

Responding to a Member's enquiry regarding the monitoring of performance in this area, the Board noted that the new approach had only been operational for a year, and that more detailed performance data would follow in the 'Year 2' update report.

Also, in response to a Member's enquiry, the Board received assurances that although focus was being placed upon the 6 priority neighbourhoods and 12 priority Wards, the overall aim of the approach was to provide benefits to all communities across the city, and not to negatively impact upon those communities which bordered the priority neighbourhoods.

RESOLVED –

- (a) That the contents of the submitted report, together with the comments made at the meeting regarding the progress which has been made in this area to date, be noted;
- (b) That the Director of Communities and Environment be requested to progress performance management arrangements at the appropriate

spatial level to support Year Two of the Priority Neighbourhoods programme;

- (c) That the Director of Communities and Environment be requested to provide Executive Board with an annual update on year two achievements in 12 months' time.

153 Long term strategic partnership with Leeds Credit Union

Further to Minute No. 61, 21st October 2015, the Director of Communities and Environment submitted a report which provided an update on the Council's strategic approach towards supporting the work of Leeds Credit Union (LCU) in tackling financial exclusion and poverty in Leeds, and which detailed proposals to further develop the longer term strategic partnership between the Council and the LCU.

Members highlighted the valuable role which continued to be played by the Leeds Credit Union across the city.

In considering the submitted report and in response to a Member's specific request, agreement was provided that, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board would be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU, as part of the Council's longstanding partnership role.

Responding to a Member's enquiry, confirmation was received that having sought specific legal advice, the proposals detailed within the submitted report did not violate any EU State Aid Regulations.

RESOLVED –

- (a) That, separate to the Executive's consideration of this matter today, the relevant Scrutiny Board be asked to review the contents of the submitted Executive Board report and any related financial information regarding the LCU;
- (b) That the significant progress which has been made and the projects developed through the partnership between the Council and Leeds Credit Union, be noted and welcomed;
- (c) That the provision to Leeds Credit Union of a grant over 6 years of £198,333 per year, that is linked to greater lending targets and membership levels of Leeds residents, be approved;
- (d) That the necessary authority be delegated to the Director of Communities and Environment, in consultation with the Chief Officer Financial Services, to enable the Director to negotiate and enter into a grant agreement with Leeds Credit Union;

- (e) That agreement be given for the amount of interest payable by Leeds Credit Union on its existing loan from the Council to be reduced, in line with the details as set out within the submitted report.

154 Homelessness and Rough Sleeping Strategy 2018-2022

The Director of Resources and Housing submitted a report which sought approval of the Leeds Homelessness and Rough Sleeping Strategy 2018 to 2022 and which sought approval to request that the Leeds Homelessness Forum undertake the role of overseeing the delivery of the Strategy over its life span.

Members welcomed the contents of the submitted report and the progress being made in Leeds, with specific reference being made to the key role being played by the multi-agency Street Support Team.

RESOLVED –

- (a) That the Leeds Homelessness and Rough Sleeper Strategy 2018-2022, as appended to the submitted report, be approved;
- (b) That the Leeds Homelessness Forum be requested to oversee the delivery of the Homelessness and Rough Sleeper Strategy over its life span.

ECONOMY AND CULTURE

155 North and West Yorkshire Business Rates Pool

The Chief Officer (Financial Services) submitted a report which provided an update on the successful North and West Yorkshire bid to pilot 75% business rates retention in 2019/20; which noted the revoking of the Leeds City Region Pool; requested approval of the formation of a new Joint Committee to oversee the North and West Yorkshire Business Rates Pool; and which also requested agreement of the related Governance Agreement and Terms of Reference.

In considering the submitted report and with reference to the Government's 'Fair Funding Review', the Board welcomed the resource which this pilot would bring to the Council as a member of the North and West Yorkshire Business Rates Pool in 2019/20, whilst Members also emphasised the need for such a scheme, or its equivalent, to be provided on a longer term basis for the benefit of the Council's forward planning.

In conclusion, the Board extended its thanks to the Chief Officer Financial Services for the work he, and his team had undertaken in leading on the successful pilot bid and also for the ongoing work being undertaken as part of Leeds' role in being the lead authority for the pool.

RESOLVED –

- (a) That the update on the new North and West Yorkshire Business Rates Pool, as detailed within the submitted report, be noted;

- (b) That the revoking of the Leeds City Region Pool on 31st March 2019 be noted, and that agreement be given to the disbanding of the Leeds City Region Pool Joint Committee on the same date;
- (c) That approval be given to appoint the Leader of Leeds City Council to a new Joint Committee which will oversee the new North and West Yorkshire Business Rates Pool, with such a Joint Committee consisting of the Leaders of those Authorities specified in section 3.5 of the submitted report, and which will have the Terms of Reference, as appended to the submitted report;
- (d) That the Governance Agreement for the North and West Yorkshire Business Rates Pool, be noted and agreed;
- (e) That the Terms of Reference for the North and West Yorkshire Business Rates Pool, be noted and approved;
- (f) That the necessary authority be delegated to the City Solicitor in order to enable the City Solicitor to seek the formal agreement of the other 13 members of the Pool to the new arrangements.

156 2019/20 Revenue Budget Proposals; Capital Programme for 2019-2022 and Treasury Management Strategy 2019/20

Further to Minute No. 135, 19th December 2018, the Chief Officer, Financial Services, submitted a suite of reports regarding: proposals for the City Council's Revenue Budget for 2019/20 and the Leeds element of the Council Tax to be levied during the same period; proposals regarding an updated Capital Programme for 2019-2022 and also a proposed updated Treasury Management Strategy for 2019/20.

(A) 2019/20 Revenue Budget and Council Tax

RESOLVED –

- (a) That Executive Board recommends to Council the adoption of the following:-
 - (i) That the revenue budget for 2019/20 totalling £516.7m be approved. This means that the Leeds element of the Council Tax for 2019/20 will increase by 2.99% plus the Adult Social Care precept of 1%. This excludes the police and fire precepts which will be incorporated into the report to be submitted to Council on the 27 February 2019;
 - (ii) That approval be given for grants totalling £65k to be allocated to parishes;
 - (iii) That approval be given to the strategy at Appendix 9 of the submitted report in respect of the flexible use of capital receipts;
 - (iv) That in respect of the Housing Revenue Account, Council be recommended to approve the budget with:-
 - A reduction of 1% in dwelling rents in non-Private Finance Initiative areas.
 - An increase of 3.4% in dwelling rents in PFI areas.
 - A 3.3% increase in district heating charges.

Draft minutes to be approved at the meeting to be held on Wednesday, 20th March, 2019

- That service charges for multi-storey flats are increased by £0.75p per week.
 - That service charges for low/medium rise properties are increased by 3.3%.
 - That the charge for tenants who benefit from the sheltered support service currently paying £6 a week be increased to £8 per week.
 - That any overall increase to tenants in respect of rents, service and sheltered support charges are capped at £3.50 per week.
 - That an overall freeze is applied to any tenant who would have seen a weekly increase of less than £1 per week.
- (b) That Executive Board's authority be given to officers to begin consultations without delay on the proposals for increases to existing fees and charges;
- (c) That Executive Board's agreement be given to the proposals for the local Business Rates discount scheme for 2019/2020, namely:-
- (i) to offer £1000 discount to independent pubs with a rateable value of between £51,000 and £100,000, these pubs having been offered the same discount by government in 2018/19, but not covered by the 33% discount introduced by government for 2019/20 for retail properties with a rateable value under £51,000; and
 - (ii) to continue to freeze the increase faced by businesses who solely provide childcare to the gross level of rates payable in 2017/18, where this increase is as a result of the revaluation;
- (d) That Executive Board's thanks be extended to Scrutiny Boards for the comments and observations they made in considering the Council's initial budget proposals.

(B) Capital Programme Update 2019 – 2022

RESOLVED –

- (a) That Executive Board recommends to Council:-
- (i) the approval of the Capital Programme for 2019-2022 totalling £1,699.7m including the revised projected position for 2018/19, as presented in **Appendix G** to the submitted report;
 - (ii) the approval of the MRP policy statements for 2018/19 and 2019/20, as set out in **Appendix D(i)** and **D(ii)** to the submitted report;
 - (iii) the approval of the new Capital and Investment Strategy, as set out in **Appendix E** to the submitted report.
- (b) That Executive Board approval be given for the list of land and property sites, as shown in **Appendix B** to the submitted report, to be disposed of in order to generate capital receipts for use in accordance with the MRP policy;
- (c) That Executive Board approval be given to the following injections into the capital programme:-

- £194.0m, of annual programmes as set out in **Appendix A(iii)** to the submitted report, to be funded by £90.5m LCC borrowing, £77.5m of HRA specific resources and £26.0m of general fund specific resources;
- £90.9m, of Council Housing Growth Programme Phase 2, as set out in **Appendix A(iii)** to the submitted report, to be funded by £67.8m of HRA borrowing supported by revenue and £23.1m of HRA specific resources;
- £51.7m, of bid pressures as set out in **Appendix A(iii)** and listed at **Appendix A(iv)** of the submitted report, to be funded by Leeds City Council borrowing;
- £127.6m, of other priority pressures as set out in **Appendix A(iii)** of the submitted report, to be funded by £54.8m of Leeds City Council borrowing and £72.8m of general fund specific resources.

(With it being noted that the above resolutions to inject funding of £464.2m will be implemented by the Chief Officer (Financial Services)).

(C) Treasury Management Strategy 2019/20

RESOLVED –

- (a) That the Treasury Strategy for 2019/20, as set out in Section 3.3 of the submitted report, be approved by Executive Board, and that the review of the 2018/19 strategy and operations, as set out in Sections 3.1 and 3.2 of the submitted report, be noted;
- (b) That it be noted by Executive Board that the revised CIPFA (Chartered Institute of Public Finance and Accountancy) Codes and Practice and Ministry of Housing, Communities and Local Government guidance have been adopted, with it also being noted that related changes are detailed in sections 3.6, 3.7 and 3.8 of the submitted report;
- (c) That subject to full Council approval, the proposals for forward funding, as detailed in sections 3.3.6 to 3.3.9 of the submitted report, and as updated in the Treasury Management Policy Statement, as detailed at appendix D to the submitted report, be noted by Executive Board;
- (d) That full Council be recommended to set the borrowing limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.4 of the submitted report, and to note the changes to both the Operational Boundary and the Authorised limits;
- (e) That full Council be recommended to set the Treasury Management indicators for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.5 of the submitted report;
- (f) That full Council be recommended to set the investment limits for 2018/19, 2019/20, 2020/21 and 2021/22, as detailed in Section 3.6 of the submitted report;

- (g) That full Council be recommended to adopt the revised Treasury Management Policy Statement, as detailed at appendix D to the submitted report.

(The matters referred to in Minute Nos. (A)(a)(i) – (A)(a)(iv) (Revenue Budget and Council Tax); (B)(a)(i) – (B)(a)(iii) (Capital Programme) and (C)(d) – (C)(g) (Treasury Management Strategy), given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton both required it to be recorded that they respectively abstained from voting on the decisions referred to within this minute)

RESOURCES AND SUSTAINABILITY

157 Financial Health Monitoring 2018/19 - Month 9

The Chief Officer (Financial Services) submitted a report which presented the Council's projected financial health position for 2018/19, as at month 9 of the financial year.

Responding to a Member's enquiry, the Board was provided with further information on the proposal within the submitted report to change the way in which PFI lifecycle costs were funded, together with details of the benefits and implications of such a proposal.

RESOLVED – That the projected financial position of the Authority, as at Month 9 of the 2018/19 financial year, be noted.

158 Best Council Plan 2019/20 - 2020/21

Further to Minute No. 136, 19th December 2018, the Director of Resources and Housing submitted a report presenting the Best Council Plan 2019/20 to 2020/21 for the Board's consideration and approval that it be recommended for adoption by Council on 27 February 2019.

RESOLVED –

- (a) That full Council be recommended to adopt the Best Council Plan 2019/20 to 2020/21, as detailed at Annexe 1 to the submitted report, at its meeting on 27th February 2019;
- (b) That the Board's thanks be extended to Scrutiny Boards and other participants for their comments throughout the consultation process which have informed the proposed Best Council Plan 2019/20 to 2020/21;
- (c) That subject to the Best Council Plan being adopted by Council, it be noted that further development and graphic design work will take place prior to the publication of the updated Best Council Plan in April 2019.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

159 Full Fibre Network Programme for Leeds

The Director of City Development and the Director of Resources and Housing submitted a joint report which sought approval to undertake a procurement exercise for a partner to build and deliver a full fibre gigabit capable network for Leeds City Council and partner buildings across the district, within a financial envelope, with the aim of using such public sector owned sites as anchors to accelerate the wider roll out of 'fibre' provision.

In considering the submitted report, a Member requested that when this matter returns to the Board, the accompanying report provides details of the alternative approaches to this initiative which had been explored, why they had been rejected and why the approach being recommended was preferred.

Following consideration of Appendices A and B to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the necessary authority be provided to go through a new procurement process for a partner to build and deliver full fibre connectivity to ensure the provision of the greatest amount of coverage, coupled with the opportunity to extend connectivity further with commercial investment within Leeds City Council's financial envelope;
- (b) That agreement be given for all budgets, where there is a connectivity requirement, to be incorporated within the 'Full Fibre Programme', in order to achieve a greater coverage, cost saving and benefits realisation;
- (c) That it be noted that the Chief Digital and Information Officer will be responsible for overseeing the 'Full Fibre' implementation, and that the Chief Economic Development Officer will take responsibility for supporting the commercial investment opportunities that this build may generate for the city.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

160 Fleet Improvement Plan

The Director of Resources and Housing submitted a report providing a summary of the progress which had been made to date on the upgrade of the Council's fleet, which presented details of the next phase of the Council's fleet replacement plan and the electric vehicle scheme for the city, and which also

Draft minutes to be approved at the meeting to be held on Wednesday, 20th March, 2019

provided an overview of the roll out of the related electric infrastructure across the city.

Responding to an enquiry regarding the initiative which would enable local businesses to trial electric vehicles, it was highlighted that to ensure that the maximum number of businesses could benefit from this, an individual trial would only be for a pre-determined timeframe, currently proposed as 2 months.

Also, the Board received further information on the proposal regarding the electric retro-fitting of four refuse collection vehicles, and how such an innovative proposal would provide the Council with an interim opportunity to evaluate the performance of such vehicles on the ground, during a period when electric vehicle technology progressed rapidly. In addition, Members also received further information on how some businesses with fleets of heavy duty vehicles, such as bus companies, were approaching such matters.

Also, in acknowledging the speed at which technology in the field of ultra-low emissions vehicles was progressing, Members received further information on how the Council looked to continually review and monitor such matters in order to inform the approach that the Authority was taking.

RESOLVED –

- (a) That it be noted that there is a separate report regarding the Revenue Budget Proposals and Capital Programme for 2019/2020 on the agenda for this meeting which seeks an injection of £1.98m into Capital Scheme 32834/HEL/000 (Minute No. 156 refers);
- (b) That the authority to spend the £1.98m capital received from Highways England into the capital programme, be approved;
- (c) That the authority to procure for the electric vehicle scheme for: (i) up to 75 vehicles; and (ii) the external partner to support mobilisation of the electric van scheme, be approved;
- (d) That the authority to procure for the electric retrofit of four of the refuse collection vehicles, using the capital funding previously allocated for CNG vehicles, be approved;
- (e) That the fleet replacement programme for 2019/20, which includes the accompanying electric infrastructure for the Council's own fleet, be approved;
- (f) That the authority to procure for the additional electric charging infrastructure, funded through grant funding, be approved;
- (g) That the development of the Alternative Fuel Strategy, be supported.

ENVIRONMENT AND ACTIVE LIFESTYLES

161 Design and Cost Report for Proposed new Gym at Middleton Leisure Centre

The Director of City Development submitted a report which outlined proposals to develop a new gym and re-modelled entrance area at Middleton Leisure Centre, and which also sought the relevant 'Authority to Spend' on the further design and construction of the proposed works at the Centre.

RESOLVED –

- (a) That Authority to Spend £1,146,000 against Capital Scheme 33055 on the further design and construction of the proposed new gym, be approved, which will be inclusive of construction costs, fees and contingencies, subject to the award of planning consent for the proposed works;
- (b) That it be noted that the Head of Active Leeds is responsible for the implementation of these proposals through existing delegated authority.

REGENERATION, TRANSPORT AND PLANNING

162 Leeds Public Transport Investment Programme: Bradford to Leeds (A647) Bus Priority Corridor

Further to Minute No. 45, 25th July 2018, the Director of City Development submitted a report which provided an update on the progress during 2018/19 on the significant schemes and the package development of the Leeds Public Transport Investment Programme. In addition, the report specifically set out the next steps for delivering the Bradford to Leeds A647 Bus Priority Corridor as part of the Programme and which sought related approvals.

Responding to a Member's specific concerns, officers provided assurances that where any related proposals required Traffic Regulation Orders to be obtained, then they would be subject to the usual statutory processes, including any formal public notice requirements.

With regard to the specific proposals regarding bus lanes and the operation of such lanes, the Board was provided with assurances that prior to any decisions being taken on such matters, Members of any affected Wards would be consulted.

RESOLVED –

- (a) That the progress made since April 2016 in developing proposals, together with the subsequent public consultation responses received, be noted;
- (b) That the total expenditure of £9.93m, funded from the existing Leeds Public Transport Investment Programme funding of £9.68m and an injection of £246,222 from S106 Developer Contributions to carry out

the detailed design and construction of the Bradford to Leeds A647 Bus Priority Corridor, be approved;

- (c) That it be noted that the Chief Officer for Highways and Transportation is responsible for the implementation of the decisions arising from the submitted report.

(Under the provisions of Council Procedure Rule 16.5, Councillor A Carter required it to be recorded that he abstained from voting on the decisions referred to within this minute)

163 Proposed Heads of Terms for Joint Venture Arrangements between London and Continental Railways and Leeds City Council

Further to Minute No. 80, 17th October 2018, the Director of City Development submitted a report which presented the proposed Heads of Terms for Joint Venture Arrangements with London and Continental Railways (LCR) in order to progress the proposals for the redevelopment of Leeds railway station. In addition, the report also sought relevant approvals to progress such proposals.

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

RESOLVED –

- (a) That the detail of the Heads of Terms for Joint Venture Arrangements with London & Continental Railways, as set out in exempt Appendix A to the submitted report, be approved, in order to progress the proposals for the redevelopment of Leeds railway station;
- (b) That the necessary authority be delegated to the Director of City Development, to enable the Director to finalise and enter into the Joint Venture Arrangements with London & Continental Railways;
- (c) That approval be given to inject and to provide the ‘Authority to Spend’ £2m as the Council’s Capital contribution towards the partnership to be established, pursuant to the Joint Venture Arrangements;
- (d) That it be noted that the principle of joint acquisitions with LCR will be the subject of a further report to Executive Board in the future.

164 Phase 2 Leeds (River Aire) Flood Alleviation Scheme

Further to Minute No. 114, 13th December 2017, the Director of City Development submitted a report providing a further update on the development of Phase 2 of the Leeds Flood Alleviation Scheme (LFAS2). In addition, the report also sought approval of the remaining elements of the scheme required to deliver the proposals.

Members welcomed the proposals detailed within the submitted report and briefly discussed the location of the proposed attenuation area.

In addition, the Board acknowledged that the two step approach being recommended was the most pragmatic way forward, given the Government's current position of being unable to provide any more than £65million of funding at this stage, prior to the next Comprehensive Spending Review.

Regarding the Council making representations to Government with the aim of securing further Government funding for the scheme, Members discussed the actions which had been taken to date to make such representations, with the Chief Executive also providing an update in which he advised that liaison with senior civil servants and the Environment Agency continued, and that the city's MPs were also being kept informed.

RESOLVED –

- (a) That the scheme, as described within the submitted report, be approved;
- (b) That approval be given that the two step phased approach is the most pragmatic way forward at this time;
- (c) That the injection of the remaining confirmed funding, as listed within section 4.4.1 of the submitted report, be approved;
- (d) That subject to the affordability of tendered prices, the necessary authority required to spend consultant and contractor costs to progress the resolutions arising from the submitted report be delegated to the Director of City Development, subject to agreement with both the Executive Member for 'Regeneration, Transport and Planning' and the Leader of the Council;
- (e) That approval be given for Leeds City Council to take responsibility for the maintenance and operation of all assets constructed as part of the LFAS2;
- (f) That it be noted that the Chief Officer Highways and Transportation will be responsible for the implementation of such matters.

165 Local Flood Risk Management Strategy

Further to Minute No. 125, 19th December 2018, the Director of City Development submitted a report which reviewed the implementation of the Local Flood Risk Management Strategy (LFRMS) over the past 6 years. In addition, the report provided information on the outcomes from the consultation undertaken in respect of the LFRMS since the Board's initial consideration of the Strategy in December 2018 and which invited the Board to endorse the LFRMS as submitted, and refer it to full Council with a recommendation that it be formally adopted.

RESOLVED –

- (a) That the contents of the submitted report; the outcomes from the consultation undertaken, together with the comments of the Scrutiny Board (Infrastructure, Investment and Inclusive Growth), as detailed at Appendix 5 to the submitted report, be noted;
- (b) That the Local Flood Risk Management Strategy as appended to the submitted report, be endorsed, and that agreement be given for the Strategy to be referred to full Council in line with the Budgetary and Policy Framework Procedure Rules, with a recommendation that it is formally adopted by the Council;
- (c) That it be noted that subject to the Strategy being approved by Council on 27th March 2019, the Strategy will be implemented by 30th April 2019.

(The matters referred to within this minute, given that they were decisions being made in accordance with the Budget and Policy Framework Procedure Rules, were not eligible for Call In)

166 Leeds City Region Enterprise Zone update and Infrastructure Delivery

The Director of City Development submitted a report providing an update on the progress within the Leeds City Region Enterprise Zone and which sought to delegate authority to the Director of City Development to negotiate and enter into agreements with Northern Powergrid (NPG), West Yorkshire Combined Authority (WYCA) and the relevant landowners / developers in order to facilitate the installation of, and payment for the infrastructure required for the provision of additional power to the Enterprise Zone and adjoining areas.

Following consideration of Appendices 2 and 3 to the submitted report designated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4 (3), which were considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the progress which has been made to secure the development and occupation of new floorspace within the Enterprise Zone, be noted;
- (b) That subject to the approval of a Final Business Case by the West Yorkshire Combined Authority, the principle of the Council entering into agreements with Northern Powergrid and the Combined Authority, as well as with relevant landowners/developers, be approved, in order to facilitate the construction of the infrastructure required to provide an additional power supply for the Enterprise Zone and the adjoining area;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into an agreement with West Yorkshire Combined Authority for the

provision of funding to support power infrastructure delivery and to inject the funding provided into the Council's Capital Programme;

- (d) That subject to an agreement acceptable to the Director of City Development being negotiated with Northern Powergrid for the installation of the required infrastructure, the necessary authority be delegated to the Director of City Development in order to enable the Director to accept a formal quote from Northern Powergrid and to incur the necessary expenditure to facilitate such installation;
- (e) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into agreements with Northern Powergrid for the installation of the required infrastructure, and also with relevant landowners in order to recover the costs of installing such infrastructure.

167 Leeds Living: Housing Infrastructure Fund Bid

The Director of City Development submitted a report regarding the Council's proposed approach towards supporting a healthy and diverse city centre residential market through a bid to the Government's Housing Infrastructure Fund (HIF).

RESOLVED –

- (a) That the contents of the submitted report, together with the vision for the development of the residential offer in the city centre through the Leeds Living programme in line with the Leeds Inclusive Growth Strategy; Best City Centre Vision; Our Spaces Strategy; Connecting Leeds Transport Strategy and the South Bank Regeneration Framework, be noted;
- (b) That agreement be given for the Director of City Development to submit a business case to the Housing Infrastructure Fund on the basis as set out at paragraphs 3.5-3.16 of the submitted report, in order to support the acceleration and unlocking of housing delivery in the city centre, with a further report being submitted to the Board to enable the injection of funding, delivery and spending programme, if the submission is successful;
- (c) That the necessary authority be delegated to the Director of City Development in order to enable the Director to negotiate and enter into collaboration agreements with landowners/developers in connection with the submission of the Council's business case;
- (d) That the necessary authority be delegated to the Director of City Development in order to enable the Director to approve the final details of the Housing infrastructure Fund business case by 22nd March 2019.

DATE OF PUBLICATION: FRIDAY, 15TH FEBRUARY 2019

**LAST DATE FOR CAL IN
OF ELIGIBLE DECISIONS:** 5.00 PM, FRIDAY 22ND FEBRUARY 2019



Scrutiny Board (Strategy & Resources) Work Schedule for 2019/2020 Municipal Year

June	July	August
Meeting Agenda for 10th June 2019	Meeting Agenda for 15th July 2019	No Scrutiny Board meeting scheduled.
Scrutiny Board Terms of Reference and Sources of Work (DB) Performance Update (PM) Scrutiny review on the management and financial implications of council owned void properties – formal response (PSR)	Financial Performance – 2018/19 Outturn (PM) Financial Health Monitoring 2019/20 (PM) Treasury Management – 2018/19 Outturn (PM) Scrutiny Inquiry ‘Embracing Digital Technology Solutions’ – formal response (PSR) Scrutiny review of resilience and emergency planning – formal response (PSR)	
Working Group Meetings		
Site Visits		

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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 2019/2020 Municipal Year

September	October	November
Meeting Agenda for 9th September 2019	Meeting Agenda for 14th October 2019.	Meeting Agenda for 18th November 2019.
Medium Term Financial Strategy (PM) Annual Corporate Risk Management 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 2019/2020 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled.	Meeting Agenda for 20th January 2020	Meeting Agenda for 24th February 2020
	Performance report (PM) Financial Health Monitoring (PSR) 2020/21 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 2019/2020 Municipal Year

March	April	May
Meeting Agenda for 30th March 2020	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
Working Group Meetings		
Site Visits		

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Scrutiny Work Items Key:

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