



SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 10th June, 2019 at 10.30 am

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

MEMBERSHIP

Councillors

G Almas	-	Beeston and Holbeck;
P Carlill	-	Calverley and Farsley;
D Chapman	-	Rothwell;
S Firth	-	Harewood;
M Harland (Chair)	-	Kippax and Methley;
D Jenkins	-	Killingbeck and Seacroft;
J McKenna	-	Armley;
D Ragan	-	Burmantofts and Richmond Hill;
M Robinson	-	Harewood;
E Tunnicliffe	-	Roundhay;
2 x Vacancy	-	

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

Principal Scrutiny Adviser:
Angela Brogden
Tel: 37 88661

Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <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 - 1ST APRIL 2019</p> <p>To confirm as a correct record the minutes of the Scrutiny Board (Strategy and Resources) meeting held on 1st April 2019.</p>	1 - 6
7			<p>SCRUTINY BOARD TERMS OF REFERENCE</p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting the Scrutiny Board's terms of reference.</p>	7 - 24
8			<p>CO-OPTED MEMBERS</p> <p>To receive a report from the Head of Governance and Scrutiny Support on the appointment of co-opted members to the Scrutiny Board (Strategy and Resources).</p>	25 - 28

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			<p>SOURCES OF WORK FOR THE SCRUTINY BOARD</p> <p>To receive a report from the Head of Governance and Scrutiny Support on potential sources of work for the Scrutiny Board.</p>	29 - 72
10			<p>PERFORMANCE UPDATE</p> <p>To receive a report from the Director of Resources and Housing and Director of City Development which provides a summary of performance information relevant to the Board's remit.</p>	73 - 84
11			<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board's work schedule for the 2019/20 municipal year.</p>	85 - 90
12			<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 15 July 2019 at 10.30 am (pre-meeting for all Board Members at 10.00 am)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

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SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 1ST APRIL, 2019

PRESENT: Councillor P Grahame in the Chair

Councillors G Almas, B Anderson,
A Blackburn, S Firth, R Grahame,
D Jenkins, J McKenna, A Smart and
P Wray

77 Late Items

There were no late items.

Supplementary information had been distributed for Agenda Item 10 – Embracing Digital Technology Solutions – Draft Scrutiny Inquiry Report.

78 Declaration of Disclosable Pecuniary Interests

There were no declarations.

79 Apologies for Absence and Notification of Substitutes

An apology for absence was submitted on behalf of Councillor M Robinson.

Councillor B Anderson was in attendance as substitute.

80 Minutes - 11 February 2019

RESOLVED – That the minutes of the meeting held on 11 February 2019 be confirmed as a correct record.

81 New Procurement Strategy 2019-2024

The report of the Chief Officer, Financial Services provided an update and invited comments from the Scrutiny Board on the draft New Procurement Strategy.

The following were in attendance for this item:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources & Housing
- Paul Hyde – Head of Commercial (Finance)

It was reported that the new procurement strategy particularly mirrored the national strategy and would be effective from 2019 to 2024. Value for money

Draft minutes to be approved at the meeting
to be held on 10th June 2019

and effectiveness would still form a main part of the strategy but there would be more scope on wider issues including social values, local employment, the living wage and working closely with contractors.

Key issues discussed included the following:

- The living wage – the Board felt that information regarding this in the strategy could be strengthened. It was recognised that although the living wage was not statutory, it could be used as a deciding factor when awarding contracts.
- Reference was made to the White Paper Motion made by full Council on 27th March 2019 around declaring a Climate Emergency and therefore felt that environmental protection factors relating to packaging and recycling and the re-use of goods should also be reflected within the new procurement strategy.
- The inclusion of small and medium enterprises and community groups was particularly welcomed by the Board.
- In terms of measuring outcomes and the key performance indicators associated with the new procurement strategy, it was noted that regular performance updates have previously been reported to Scrutiny and will continue to do so, which would include progress against reducing the use of waivers to contract procedure rules.

RESOLVED –

- (1) That the content of the draft New Procurement Strategy be noted.
- (2) That the ongoing development of the new Strategy reflects the consultation and views expressed by the Scrutiny Board.
- (3) That the Scrutiny Board receives an update on the New Procurement Strategy in the new municipal year.

82 Maximising the Apprenticeship Levy - Scrutiny working group summary note

The report of the Head of Governance and Scrutiny Support presented a summary of the Scrutiny Working Group meeting held on 14 December 2018 around maximising the Apprenticeship Levy.

The following were in attendance for this item:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources and Housing
- Alex Watson – Head of Human Resources

The working group had looked at the following main issues:

- How the levy works and how it is spent.
- Progress that had taken place across the Council since the levy was introduced.
- How to further develop processes across the Council.

It was reported that there were now 630 apprentices across the Council in a range of positions and services. The Board was also informed of the recent successful apprenticeship fair that had been held at the arena.

Key issues discussed included the following:

- The Board particularly welcomed that all age groups are now included within the Council's apprenticeship programme and that apprentices did not just include new recruits, but supports existing staff to develop and undertake more senior roles.
- School based apprenticeships - it was acknowledged that since academies are not the responsibility of the Council, there had been no data collated in respect of their own staff undertaking apprenticeship schemes.
- The Board requested further information regarding existing apprentices to give a breakdown of apprenticeship levels and staff positions.

RESOLVED –

(a) That the report and working group summary note be noted.

(b) That the information requested be provided to the Scrutiny Board.

83 Resilience and Emergency Planning - draft Statement of the Scrutiny Board

The report of the Head of Governance and Scrutiny Support presented the Board's statement which reflected the findings and conclusions arising from the working group meeting in relation to resilience and emergency planning arrangements.

The Board was asked to consider and formally approve its statement.

The following were in attendance for this item:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources & Housing
- Nigel Street – Principal Officer, Resilience & Emergencies Team

It was acknowledged that the scrutiny statement was very positive and reflected the work that had been put into resilience and emergency planning. It was also noted that there was an increased confidence and reassurance with resilience and emergency planning arrangements.

RESOLVED – That the Board's formal statement in relation to the review of existing resilience and emergency planning arrangements be agreed.

84 Embracing Digital Technology Solutions - draft Scrutiny Inquiry Report

The report of the Head of Governance and Scrutiny Support presented the Board's draft report following its recent inquiry on 'Embracing Digital Technology Solutions'.

Draft minutes to be approved at the meeting
to be held on 10th June 2019

The following were in attendance for this item:

- Councillor James Lewis – Executive Member for Resources and Sustainability
- Neil Evans – Director of Resources & Housing
- Bev Fisher – Deputy Chief Digital and Information Officer

In consideration of the report, the following key issues were also raised:

- The use of digital technology for dealing with planning applications.
- Being digital ready and the provision of USB chargers/charging points within the Council's buildings and particularly meeting rooms.
- Digital inclusion and the provision of wifi and charging facilities in community hubs.
- The use of apps for smartphones and devices. Whilst acknowledging that some apps were already in use by the Council, it was noted that this area of digital development remains difficult to recruit to but could potentially be developed in collaboration with the local digital industry.

RESOLVED – That the Board's report following its inquiry on 'Embracing Digital Solutions' be agreed.

85 Culture Strategy Delivery Plan - Update

The report of the Director of City Development updated the Board on progress with projects being developed as part of the Leeds Culture Strategy. As one of the projects of the Culture Strategy, it included an update on the development of the Leeds Culture Trust; the organisation set up to deliver Leeds 2023.

The following were in attendance for this item:

- Councillor Judith Blake – Leader of the Council
- Cluny Macpherson – Chief Officer, Culture and Sport

The following was highlighted:

- Following two years of consultation during the development of the Cultural Strategy, the next stage was the delivery.
- The report had set out the progress made in delivering a range of projects linked to the Strategy, some which had been developed as part of the earlier bid for the European Capital of Culture.
- Particular reference was made to the development of a new Arts & Health Network.
- Update on Leeds 2023 – a particular update was given surrounding the Leeds Culture Trust and it was noted that Ruth Pitt had been appointed as Chair of the Trust.
- Acknowledging the cultural profile of the city which has attracted organisations such as Channel 4 and The British Library.

- The links to economy, job growth, health and education.

Other key issues discussed included the following:

- The work with core cities and across the Leeds City Region and Yorkshire.
- The work undertaken as part of the Pilot Cities programme.
- Funding arrangements for the Leeds Culture Trust.

RESOLVED –

- (1) That progress on the range of projects delivered as part of the Culture Strategy Delivery Plan as set out in the report be noted.
- (2) That progress on Leeds 2023 and the establishment of Leeds Culture Trust be noted.
- (3) That the continuation of the co-produced approach to the Culture Strategy Delivery Plan as set out in the report, including the creation of an open source online platform to host it be endorsed.

86 Work Schedule

The report of the Head of Governance and Scrutiny Support provided Members with the completed work schedule for the year as well as a draft work schedule for 2019/20. Members were invited to recommend proposed areas of work for the 2019/20 Municipal Year. Linked to this, the following key areas were highlighted for the Board to continue monitoring next year:

- Business Rates
- Development of the Yorkshire Devolution Deal

The Chair then thanked all Board Members and officers for their contributions over the course of the year.

RESOLVED –

- (1) That the Board's completed work schedule for 2018/19 and the proposed work schedule for 2019/20 be noted.
- (2) That the successor Board be recommended to continue monitoring Business Rates and the development of the Yorkshire Devolution Deal.

87 Date and Time of Next Meeting

To be confirmed.

(The meeting concluded at 12.35 pm)

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Report author: Angela Brogden

Tel: 37 88661

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 10th June 2019

Subject: Scrutiny Board Terms of Reference

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

Summary of main issues

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

Recommendation

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

1.0 Purpose of this report

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

2.0 Background information

Scrutiny Board's terms of reference

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

3.0 Corporate Considerations

3.1 Consultation and Engagement

- 3.1.1 These terms of reference were formally considered and approved by Council on 22nd May 2019.

3.2 Equality and Diversity / Cohesion and Integration.

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

3.3 Council Policies and the Best Council Plan

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

3.4 Resources and Value for Money

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

3.5 Legal Implications, Access to Information and Call In

- 3.5.1 This report has no specific legal implications.

3.6 Risk Management

- 3.6.1 This report has no risk management implications.

4.0 Recommendation

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

5.0 Background documents¹

5.1 None

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

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Scrutiny Board

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

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

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

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

³ In accordance with Budget and Policy Framework Procedure Rules.

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ARTICLE 6 – SCRUTINY BOARDS**6.1 ROLE**

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

6.2 VISION FOR SCRUTINY

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

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

Within their Terms of Reference all Scrutiny Boards may:

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

Scrutiny

Within their terms of reference all Scrutiny Boards may:

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

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

6.4 **SCRUTINY OFFICER**

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

The functions of the Scrutiny Officer are:

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

6.5 **PROCEEDINGS**

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

6.6 **MEMBERSHIP**

Members shall be appointed in accordance with the Scrutiny Board Procedure Rules.

Scrutiny Boards shall co-opt members in accordance with the Scrutiny Board Procedure Rules.

6.7 **SCRUTINY BOARD CHAIRS**

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

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

- The Scrutiny Board with responsibility for health shall nominate Members to any joint overview and scrutiny committee appointed by the authority.⁷

² Under Section 9FB Local Government Act 2000.

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

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

⁵ After consultation with the relevant Scrutiny Chairs

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

⁷ such nominations to reflect the political balance of the Board.

Vision for Scrutiny at Leeds

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

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

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

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

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

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

Consequently, when establishing their work programmes Scrutiny Boards should

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

Scrutiny Board	External oversight	Officer oversight (by reference to the Officer Delegation Scheme)	
		Council Functions	Executive Functions
Strategy and Resources		Chief Executive Director of Resources and Housing Chief Officer (Financial Services) City Solicitor Director of Communities and Environment	Chief Executive (1-3) Director of Resources and Housing (1-9) City Solicitor (1-3) Chief Officer (Financial Services)(1) Director of Communities and Environment (2, 15 – 17, 19) Director of City Development (6, 9)
Infrastructure, Investment and Inclusive Growth	Risk management authorities (defined by S6 Flood and Water Management Act 2010)	Director of City Development (a-w) Chief Planning Officer	Chief Executive (4) Director of Communities and Environment (9) Director of City Development (1, 3- 5, 7-8, 11) Chief Planning Officer (1-4) Director of Children and Families (2e)
Environment, Housing and Communities	Responsible authorities (defined by S5 Crime and Disorder Act 1998)	None	Director of Communities and Environment (1, 3-8, 10-14, 18) Director of Resources and Housing (10-12) Director of City Development (1 ⁸ , 2)
Children and Families		Director of Children and Families	Director of Children and Families (1, 2a-d & f, 3)
Adults, Health and Active Lifestyles	Relevant NHS bodies or health service providers including:- NHS England NHS Leeds Clinical Commissioning Group Local NHS Trusts and other NHS service providers Healthwatch Leeds	None	Director of Adults and Health (1 - 8) Director of Public Health (1-6) Director of City Development (10)

⁸ Relating to provision of frontline services only

SPECIAL RESPONSIBILITIES OF SCRUTINY BOARDS

1 – Flood risk Management

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

- To review and scrutinise the exercise by risk management authorities⁹ of flood risk management functions¹⁰ which may affect the Leeds City Council area¹¹.

2 – Crime and Disorder

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

- To exercise the functions of a crime and disorder committee¹², including the following:
 - a) To review or scrutinise the exercise of crime and disorder functions¹³ by responsible authorities¹⁴; and
 - b) To review or scrutinise any local crime or disorder matter¹⁵ raised by a Member.

3 – Health

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

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

⁹ As defined by Section 6 Flood and Water Management Act 2010

¹⁰ As defined by Section 4 Flood and Water Management Act 2010

¹¹ In accordance with Section 9FH Local Government Act 2000

¹² In accordance with Section 19 Police and Justice Act 2006

¹³ As defined by Section 6 Crime and Disorder Act 1998 (formulating and implementing crime and disorder strategies)

¹⁴ These are the authorities responsible for crime and disorder strategies set out in Section 5 Crime and Disorder Act 1998.

¹⁵ Any matter concerning –

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

Matters which fall within the terms of reference of this Scrutiny Board include:

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

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

4– Residual Responsibility

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

Scrutiny Board Strategy & Resources	
Officer Executive Delegations	Executive Portfolio(s)
<p>Chief Executive</p> <ol style="list-style-type: none"> 1) Functions in relation to elections; and 2) Civic and ceremonial functions of the Council. 3) Devolution and local freedoms. 	<p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p> <p>Leader of Council and Executive Member for Inclusive Growth and Culture - Cllr Judith Blake</p>
<p>Director of Resources and Housing</p> <ol style="list-style-type: none"> 1) Setting, supporting and monitoring the council's financial strategy; <p>Director of Resources and Housing</p> <ol style="list-style-type: none"> 2) Managing effective financial management and controls; 3) Setting, supporting and monitoring the council's policies and procedures 4) Corporate communications services; 5) The council's corporate planning and policy development services, including coordination of the Best Council Plan. 6) The council's city-wide resilience and emergency planning functions. 7) Shared Services 8) Civic Enterprise Leeds services; 9) Community Infrastructure Levy spending relating to Strategic Fund; 	<p>Leader of Council and Executive Member for Inclusive Growth and Culture - Cllr Judith Blake</p> <p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p>
<p>Director of City Development</p> <ol style="list-style-type: none"> 6) International and Domestic inward economic investment; (includes international relations) 9) Culture 	<p>Leader of Council and Executive Member for Inclusive Growth and Culture - Cllr Judith Blake</p>
<p>Director of Communities and Environment</p> <ol style="list-style-type: none"> 2) Equalities. 15) Registrars functions; 16) Licensing functions; 17) Local Land Charges functions; and 19) Council tax processing and billing arrangements. 	<p>Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor</p> <p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p>
<p>Chief Officer (Financial Services)</p> <ol style="list-style-type: none"> 1) Ensuring effective financial management and controls (has responsibility for these arrangements as Section 151 Officer) 	<p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p>
<p>City Solicitor</p> <ol style="list-style-type: none"> 1) Legal Services; 2) Democratic Services including support to elected members in their responsibilities; and 3) Supporting the corporate governance of the council. 	<p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p>

Scrutiny Board (Environment, Housing & Communities)	
Officer Executive Delegations	Executive Portfolio(s)
<p>Director of Resources and Housing</p> <p>10) Climate Change 11) Sustainable energy and carbon reduction</p> <p>12) Clean Air</p> <p>12. Landlord Functions (funded by the Housing Revenue Account); and 13. Housing Functions (funded by the General Fund).</p>	<p>Executive Member for Climate Change, Transport and Sustainable Development - Cllr Lisa Mulherin</p> <p>Deputy Leader and Executive Member for Resources - Cllr James Lewis</p> <p>Deputy Leader and Executive Member for Communities - Cllr Debra Coupar</p>
<p>Director of Communities and Environment</p> <p>1) Integrated locality working and its associated citywide support and delivery functions; 3) The council's corporate customer services functions; 4) Library and information service. 5) Community Safety including a) CCTV; b) Reduction of crime and disorder; c) Drugs and alcohol treatment and offender management (Reports to EHC as nominated Crime & disorder committee d) Tackling antisocial behaviour; e) Tackling domestic violence; and 18) Welfare and benefits services.</p> <p>6) Public Health Protection and Control of Statutory Nuisance; 7) Environmental Health and Consumer Protection; 8) Environmental Management; 9) Car Parking 10) Waste; 11) Cemeteries, crematoria, burial grounds and mortuaries; 12) Parks and countryside; 13) Countryside management; and 14) Ecological Sustainability.</p>	<p>Deputy Leader and Executive Member for Communities - Cllr Debra Coupar</p> <p>5c) Executive Member Health, Wellbeing and Adults - Cllr Rebecca Charwood</p> <p>Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique</p>
<p>Director of City Development</p> <p>2) Functions relating to the Council's register of Assets of Community Value.</p>	<p>Deputy Leader and Executive Member for Communities - Cllr Debra Coupar</p>

Scrutiny Board (Infrastructure, Investment & Inclusive Growth)	
Officer Executive Delegations	Executive Portfolio(s)
Chief Executive 4) City Region Functions	Leader of Council and Executive Member for Inclusive Growth and Culture - Cllr Judith Blake
Director of City Development 3) Inclusive growth	Leader of Council and Executive Member for Inclusive Growth and Culture - Cllr Judith Blake
Director of City Development 1) Asset Management; (This is all of asset management (including assets needed for communities & regeneration functions) 3) Sustainable development; 9) Highways and Transportation; and 14) Planning Services. 6) Sustainable Economic Development (including city centre management, markets service, BID, business support & productivity) 7) Employment and skills.	Deputy Leader and Executive Member for Resources - Cllr James Lewis Executive Member for Climate Change, Transport and Sustainable Development - Cllr Lisa Mulherin Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor
Director of City Development 10) Flood and water management	Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique
Director of City Development 5) Sustainable Housing Growth	Deputy Leader and Executive Member for Communities - Cllr Debra Coupar
Director of Children and Families 2) Learning, Skills and Universal Services including:- e) 14-16 Skills Development.	Executive Member for Learning, Skills and Employment - Cllr Jonathan Pryor
Chief Planning Officer 1) Development Plan functions; 2) Planning Policy and Guidance functions; 3) Neighbourhood Planning functions; and 4) Conservation Area functions.	Executive Member for Climate Change, Transport and Sustainable Development - Cllr Lisa Mulherin

Scrutiny Board (Adults, Health & Active Lifestyles)	
Officer Executive Delegations	Executive Portfolio(s)
Director of Adults and Health 1) Promotion of well-being; 2) Information, advice and advocacy; 3) Prevention and Recovery; 4) Safeguarding; 5) Assessment and eligibility; 6) Diverse and High Quality Services; 7) Charging and financial assessments; and 8) Public Health.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of Public Health 1) Health improvement functions; 2) Health protection functions; 3) Functions relating to the commissioning of public health services; 4) Provision of statutory and mandated functions; 5) Functions of Responsible Authority; and 6) Publication of the annual report on the health of the local population.	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood
Director of City Development 10) Sport and Active Leeds	Executive Member for Environment and Active Lifestyles - Cllr Mohammed Rafique
Director of City Development 13) Active travel (relating to the promotion and championing of active travel – with responsibilities for infrastructure remaining within the highways and transport and planning functions)	Executive Member Health. Wellbeing and Adults - Cllr Rebecca Charlwood

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Report author: Angela Brogden
Tel: (0113) 3788661

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 10th June 2019

Subject: Co-opted Members

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

Summary of main issues

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

Recommendation

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

1 Purpose of this report

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

2 Background information

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

3 Main issues

General arrangements for appointing co-opted members

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

Issues to consider when seeking to appoint co-opted members

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

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

4.0 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 The guidance surrounding co-opted members was previously discussed by the Scrutiny Chairs when it was agreed that individual Scrutiny Boards would consider the appointment of co-optees on an individual basis.

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and Best Council Plan

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

4.4 Resources and Value for Money

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

4.5 Legal Implications, Access to Information and Call In

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

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

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

7.0 Background documents¹

7.1 None.

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

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Strategy and Resources)

Date: 10th June 2019

Subject: Sources of work for the Scrutiny Board

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

Summary of main issues

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

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

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

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

Recommendations

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

1.0 Purpose of this report

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

2.0 Background information

- 2.1 Scrutiny Boards are responsible for ensuring that items of scrutiny work come from a strategic approach as well as a need to challenge service performance and respond to issues of high public interest. Scrutiny is also a valuable sounding board for new policy initiatives and therefore such pre-decision work continues to be encouraged.

3.0 Main issues

Key sources of information

➤ Best Council Plan

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

- 3.2 A refresh of the Best Council Plan was agreed by Council in February 2019 to reflect the significant changes to the context in which the council is working. This is therefore attached for Members information (see Appendix 2).

➤ Performance Data

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

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

➤ Financial Information

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

- 3.6 The 2019/20 budget proposals were agreed by Full Council on 27th February 2019. The Scrutiny Board may wish to consider progress against the delivery of these and therefore a summary of the budget proposals relevant to the remit of the Strategy and Resources Scrutiny Board is provided in Appendix 3.

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

Recommended areas of work

- 3.8 During its final meeting, the former Strategy and Resources Scrutiny Board was invited to recommend matters for the successor Board to consider. Building on the work undertaken last year, it was recommended that the Board maintains a watching brief of progress surrounding the One Yorkshire Devolution deal and also continues to monitor the impact of the Business Rates regime on the functionality of the Council.

Other sources of Scrutiny work

- 3.9 Other common sources of work include requests for scrutiny, Call In requests and other corporate referrals. The Board is also required to be formally consulted during the development of key policies which form part of the council's Budget and Policy Framework.

Methods of working

- 3.10 This year, each Scrutiny Board has eight formal meetings scheduled throughout the municipal year. These meetings are generally held within the Civic Hall and are open to the public.
- 3.11 Whilst the decision to hold any additional formal meetings is left to the discretion of each Board, historically Scrutiny Boards have also adopted other methods of evidence gathering outside of the formal meeting settings, such as site visits and working group meetings.
- 3.12 Working groups comprise of a number of Members from a particular Scrutiny Board who may be appointed to carry out specific tasks on behalf of the Board. Suitable tasks for a working group may involve Members meeting on their own (for example for the purposes of developing reports and recommendations in connection with an ongoing Inquiry or terms of reference for a future Inquiry). Alternatively they may entail activities which cannot realistically be undertaken within the confines of a formally convened Scrutiny Board meeting.
- 3.13 In all cases, the primary purpose of a working group is to obtain and/or develop information and to report back to a formally convened meeting of the Scrutiny Board. A working group cannot discharge the primary purpose of a Scrutiny Board i.e. it cannot undertake Inquiries independently from its parent Scrutiny Board, conduct Inquiries, issue reports/recommendations (other than to its parent Scrutiny Board) or in any way present itself to a third party as representing the views of the parent Scrutiny Board.
- 3.14 However, as set out within the Vision for Scrutiny, the Board must also remain mindful of the resource implications associated with the use of site visits and working group meetings when determining its work programme.

4.0 Corporate Considerations

4.1 Consultation and Engagement

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

4.2 Equality and Diversity / Cohesion and Integration.

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

4.3 Council Policies and the Best Council Plan

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

4.4 Resources and Value for Money

4.4.1 Experience has shown that the Scrutiny process is more effective and adds greater value if the Board seeks to minimise the number of substantial inquiries running at one time and focus its resources on one key issue at a time.

4.4.2 The Vision for Scrutiny, agreed by full Council also recognises that like all other Council functions, resources to support the Scrutiny function are under considerable pressure and that requests from Scrutiny Boards cannot always be met. Consequently, when establishing their work programmes Scrutiny Boards should:

- Seek the advice of the Scrutiny officer, the relevant Director and Executive Member about available resources;
- Avoid duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue;
- Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report has no specific legal implications.

4.6 Risk Management

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

5.0 Conclusions

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

6.0 Recommendations

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

7.0 Background papers²

- 7.1 None

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

Vision for Scrutiny at Leeds

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

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

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

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

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

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

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

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Leeds
CITY COUNCIL



BEST COUNCIL PLAN

2019/20 – 2020/21

Tackling poverty and reducing inequalities

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



BEST COUNCIL PLAN 2019/20 – 2020/21

Tackling poverty and reducing inequalities

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

About Leeds

Leeds is a growing city with a population estimated at 785,000 (ONS 2017), an increase of more than 30,000 since the 2011 Census. However, it is the shift in the make-up of our population at local levels that is most striking. There have been rapid demographic changes during this time, particularly in some of our most deprived communities, many of which are the fastest growing and have the youngest age profile.

This population increase reflects and underpins **5 KEY STRENGTHS** of our city:



1

2. LEEDS IS YOUNG AND GETTING YOUNGER

Our region is one of the youngest in the UK, providing a talent pool that is digitally skilled and enterprising and helping create a vibrant, youthful environment that gives Leeds a crucial competitive edge. Ambitious investment plans for Leeds Station and the South Bank will double the size and economy of the city centre, boosting economic participation across the North and in our local communities.



3. PEOPLE ENJOY LIVING AND WORKING IN LEEDS

We enjoy the advantages of being a big city, with five universities, a thriving job market and access to culture, sport, food and retail at the heart of a clean and walkable city centre. Our city has fantastic green spaces, including award-winning parks, with the Yorkshire countryside and two national parks right on its doorstep. With so much to offer, Leeds continues to attract:

- TOURISM** – a record high of 29 million visits in 2017 (the most recent figures);
- GRADUATES** – year-on-year we have more undergraduates and graduates moving into the city than leaving, a 'brain gain';
- INVESTMENT** – with a standout success in October 2018 being the decision by Channel 4 to choose Leeds for its new national headquarters.



4. POWERED BY INNOVATORS, ENTREPRENEURS AND SOCIAL PIONEERS

Leeds has a pioneering social model that harnesses the energy of our communities and of a strong charity sector.

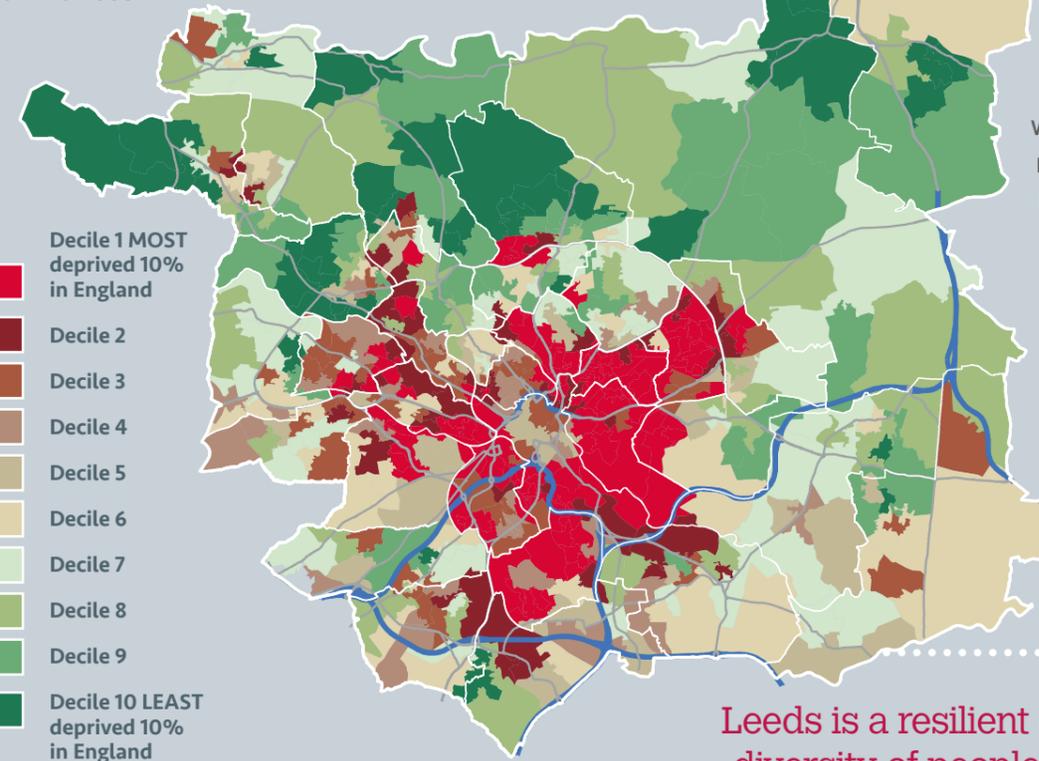


5. IN LEEDS WE PUT PEOPLE FIRST,



with a proud record of working together to deliver for everyone. Leeds is now ranked highest among the largest cities outside London for health and wellbeing with more adults active, fewer people smoking and fewer obese children than before. Our innovative work on healthcare and technology is helping more people worldwide live healthier, more productive lives.

However not everyone is benefiting fully from these successes. There are still significant issues of poverty and deprivation in Leeds with more than 170,000 people living in areas ranked amongst the most deprived 10% nationally and a growth in in-work poverty affecting more than 70,000 working-aged adults across the city. Despite high employment rates, low pay is an increasing problem, with people caught in a trap of low pay and low skills. Childhood poverty is a particular concern with lifelong implications: one in five of our city's under 16-year olds – 28,000 children – are estimated to live in poverty, compared to 17% nationally, with a sharp rise in the number living in our most deprived communities.



Levels of health and wellbeing are inextricably **LINKED WITH DEPRIVATION** within the city, leading to targeted interventions.

Our education and skills system does not work for everyone, and we need to continue to make progress in improving our schools so that they are equipping all young people with the learning, attainment, attributes and awareness of opportunities they will need to succeed in work.

The prospects for future, more inclusive, economic growth in Leeds remain robust but we will only fulfil this potential if we maintain the progress we are making, and by taking action on areas where we could perform better. This includes thinking beyond the city's boundaries in harnessing the region's economic and social capital; we are actively participating in the work of the city region and pressing for a Yorkshire devolution deal. At a national level, we work with government departments and institutions such as the King's Fund and Joseph Rowntree Foundation to influence future policy. Leeds City Council's Leader is the current chair of the Core City (the largest cities outside London) network.

Working with partners in all sectors, we continue to prepare for all Brexit eventualities, doing what we can to make sure the city is ready for them.

Leeds is a resilient city with a diversity of people, opinions and cultures and it is these very strengths that will see us through.

Best City

The Best Council Plan 2019/20 to 2020/21 maintains our long-term 'Best City' strategic focus on tackling poverty and inequalities through a combination of strengthening the economy and doing this in a way that is compassionate and caring, allowing us to support our most vulnerable children and adults.

Building on the key council and partnership strategies in place and in development, this Best Council Plan update sets out a number of interconnected priority areas of work that flow in particular from our two main cross-cutting strategies: **Inclusive Growth** and **Health and Wellbeing**. This year, we have added a new 'Age-Friendly Leeds' priority: based on our well-developed ambition for Leeds to be the best city to grow old in, the priority centres on the great work we are doing to make this a place where older people are valued, feel respected and appreciated and are seen as the assets they are, and also prioritises their needs. We have also revised the previous '21st-Century Infrastructure' priority to 'Sustainable Infrastructure', better reflecting and helping to promote and progress the environmental ambitions of the council and the city.

Taken together, a focus on these eight 'Best City' priorities will deliver improved outcomes for everyone in Leeds:

- **Inclusive Growth**
- **Health and Wellbeing**
- **Sustainable Infrastructure**
- **Child-Friendly City**
- **Age-Friendly Leeds**
- **Culture**
- **Housing**
- **Safe, Strong Communities**

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

Best Council

At a time of unprecedented financial challenges and demographic pressures, we are continuing to work hard for the people of Leeds: maintaining high performance on key city-wide services such as bin collections and street cleanliness; using our capital programme to maintain and improve vital infrastructure such as roads and bridges; further progressing locality working through our targeted investment in neighbourhood priority areas; and supporting our most vulnerable residents through preventative interventions and restorative approaches. This people-centred way of working underpins the eight-year improvement journey we have been on in the services we provide for children in need of help and protection, children in care and care leavers: in December 2018, Ofsted rated these as 'outstanding', making Leeds the only 'core city' to achieve such a high rating under the inspectorate's new framework.

We are justifiably proud of our progress but we are not complacent: we recognise the complex challenges facing the city, as outlined above, and that the council has a major place-shaping and leadership role to play to help address them through strong partnership working and engagement with organisations across all sectors and our diverse communities. We also appreciate the impact on our workforce of ever increasing demands on public services alongside reducing resources: whilst continuing our ongoing programme of organisational development and cultural change and further exploiting the opportunities the digitisation agenda can bring to streamline our systems and processes, this year therefore sees us strengthening our health and wellbeing offer to staff. To highlight its importance, this update of the Best Council Plan extends our Best Council ambition to be a more 'Efficient, Enterprising and Healthy Organisation', with our values remaining at the heart of what we do and how we work.

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

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Cllr Judith Blake
Leader of
Leeds City
Council



Tom Riordan
Chief Executive of
Leeds City
Council



BEST COUNCIL PLAN

2019/20 – 2020/21

Tackling poverty and reducing inequalities



Leeds Best City Ambition

A Strong Economy and a Compassionate City

Leeds Best Council Ambition

An Efficient, Enterprising and Healthy Organisation



OUTCOMES

We want everyone in Leeds to...

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



INCLUSIVE GROWTH

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

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



663,000 sqft

city centre office take-up in 2018; out of town take-up up 24% from 2017
(Source: LOAF Jan '19)

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



36.4%

of people in Leeds qualified to **NVQ LEVEL 4** and above – above regional but below national
(Source: ONS APS, Jan to Dec '17)



75.5%

EMPLOYMENT RATE higher than regional and national rates
(Source: ONS APS, Oct '17 to Sep '18)



4.3% (18,000)

UNEMPLOYMENT RATE

21.5% (111,200) economically inactive – below regional rates
(Source: ONS APS, Oct '17 to Sep '18)

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

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



Record high

29 million

visitors to Leeds in 2017, worth £1.7 billion to the local economy



MAJOR REGENERATION

and infrastructure projects include HS2 and South Bank

Education and skills are essential parts of our economic prosperity.

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



11.2%

of 16-64 yr olds in Leeds have no qualifications, higher than regional and national rates
(Source: ONS APS, Jan to Dec '17)

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

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

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



65,000

FTE Leeds residents earned below the 2017 Living Wage Foundation's **LIVING WAGE**
(Estimate based on ONS ASHE, Nov '17)

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

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



KPIs

How we will measure progress and achievements

- Private sector employment in Leeds
- GVA (Gross Value Added) per head (balanced approach)
- Number of new business start-ups and scale-ups
- Business survival rate
- Change in business rates payable since 2017 revaluation
- Visitor economic impact for Leeds
- Percentage of working-age Leeds residents with at least a Level 4 qualification
- Number of people supported to improve their skills
- Percentages of Leeds residents and Leeds workers earning below the Real Living Wage
- Number of people supported into work
- Number of adults of working age affected by in-work poverty



The Leeds economy continues to perform well,

GENERATING £23.3bn

GVA in 2017, an increase of **21%** over the last 10 years.



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

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



HEALTH AND WELLBEING

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

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

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

80%+ of CQC-registered care services in Leeds are rated as 'good' or '**OUTSTANDING**'

(December 2018)

62.4% of people receiving adult social care services were satisfied overall with their care and support, below the national average of 65% but up from the previous year's 60.9%

(Source: DoH ASCOF 3a 2017/18, published Oct '18).

The average **QUALITY OF LIFE** rating for people receiving adult social care services continues to improve in Leeds, **HIGHER THAN THE NATIONAL AVERAGE**

(19.7 in Leeds out of a maximum 24; 19.1 in England)

(Source: DoH ASCOF 1a, 2017/18, published Oct '18)

Leeds is a pioneer in the use of information and technology. We have a thriving third sector and inspiring community assets. We have established strong relationships with health and care partners to continue to pursue improvement and integration aimed at making care services more person-centred, joined-up and preventative, whilst also responding to the financial challenges across the whole system.



1 in 4 children say they often feel **STRESSED OR ANXIOUS**

(Source: Leeds My Health, My School Survey 2017/18 – 1:4.14)

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

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

KPIs

How we will measure progress and achievements

- Infant mortality rate
- Percentage/proportion of children maintaining a healthy weight at age 11
- Percentage of physically active adults
- Percentage of adults who smoke
- Avoidable years of life lost
- Suicide rate
- Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage
- Percentage of CQC-registered care services in Leeds rated as 'good' or 'outstanding'
- Number of permanent admissions to residential and nursing care homes: (a) for people aged 18-64 including 12 week disregards; (b) for people aged 65+ including 12 week disregards
- Proportion of people who use social care services who have control over their daily life

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



63.6%

of adults in Leeds are physically active (402,200 people) and the number of inactive adults continues to fall.

(Source: Active Lives Survey 12 months to May 2018, published Oct '18)



LOWEST SMOKING LEVELS

among adults recorded, down to **16.7%**, but above the national average of **14.9%**

(Source: ONS APS 2017)

Health and wellbeing start with people:

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

There are significant health and wellbeing inequalities across Leeds, with a gap in **LIFE EXPECTANCY** between the most and least deprived areas of the city of **10+ years**



People living in deprived areas typically have

MORE YEARS OF LONG-TERM ILL HEALTH

and higher levels of poor mental health and wellbeing.



2x

as many women from deprived areas of Leeds are admitted to hospital for alcohol-specific reasons

(than women in non-deprived)



2-3x

more likely to die from an alcohol-related disease if you live in a deprived area

(than those in least deprived)



Most deprived

We believe we are well placed to respond.

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

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

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

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



After an increase in 2014-16, **INFANT MORTALITY RATES FELL 2015-17**

4.2 PER 1,000

live births, slightly higher than the England average rate of 3.9.

Leeds ranked highest among the UK's largest cities outside London as the **BEST CITY FOR HEALTH AND WELLBEING**

(Source: What Works Centre for Wellbeing, March 2018)





SUSTAINABLE INFRASTRUCTURE

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

Like other growing cities, Leeds faces a number of challenges, including improving air quality, adapting to climate change, linking people to services and employment, and increasing the number of people choosing active travel and public transport.

We require sustainable, modern infrastructure. A resource efficient and climate resilient city will not only be a better place to live, it will also be more competitive and better placed to ride out future economic shocks. This means further integration in planning, funding and delivering improved infrastructure for Leeds that will help us support growth and improve connectivity, bringing new markets within reach for business, new jobs within reach for people, and a wider workforce within reach for employers.

Congestion is an issue on busy junctions causing journey time delays and contributing to **AIR QUALITY ISSUES**



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

City centre **DISTRICT HEATING** will pipe lower cost and lower carbon heat from the perimeter of the city to businesses and residents in dense urban areas.

Our approach needs to go beyond a narrow pursuit of growth, ensuring Leeds is liveable and healthy, as well as prosperous.

A step change in the level of public transport use is needed; employment and housing growth areas in the city need to be advanced and problems such as poor air quality need to be tackled.

The renewed commitment to HS2, the Northern Powerhouse agenda, the potential of further devolution deals and the West Yorkshire Transport Strategy create the appropriate context to set a new strategic transport approach for the city.

The approval of the **£174m**

Leeds Public Transport Investment Programme marked a new era in public transport investment across the city.

The council is also leading on major schemes within the £1bn West Yorkshire Transport Fund to promote housing and employment growth.

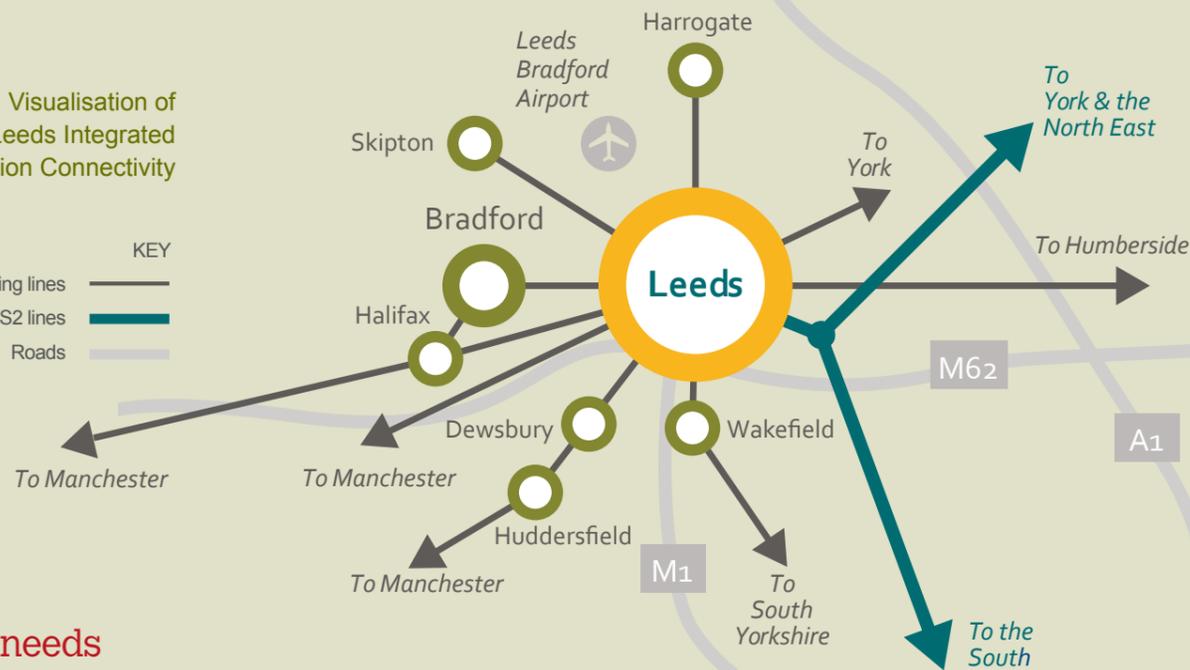
More detail on the issues, planned activity and work in progress:

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



Visualisation of Leeds Integrated Station Connectivity

KEY
Existing lines —
HS2 lines —
Roads —



INITIATIVES INCLUDE:

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



52 BUS DUE REDUCED BUS DELAYS

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

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



We want Leeds to be a healthy city in which to live, work and visit. Working with partners to reduce carbon emissions will bring about health and wellbeing benefits. We are introducing a Clean Air Zone that will charge buses, HGVs, taxis and private hire vehicles that fail to meet the latest emissions standards for entering a defined area within the city centre and we are providing assistance and advice to help local organisations prepare.

Leeds' digital infrastructure is vital to our future success.

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



KPIs

How we will measure progress and achievements

- Satisfaction with a range of transport services
- Number of passengers boarding buses in the Leeds district
- Increase in city centre travel by sustainable transport (bus, train, cycling, walking)
- Percentage of waste recycled
- Potential new KPI on air quality to be developed
- Carbon emissions across the city
- Level of CO2 emissions from council buildings and operations
- Number of residential and commercial properties moved to a lower level of flood risk
- Increase in tenants' digital skills/confidence, access to equipment and motivation

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



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



CHILD-FRIENDLY CITY

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



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

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

DISADVANTAGED OR VULNERABLE LEARNERS

is below national levels.



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

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

The Plan sets out eleven priority areas of work:

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



1,271 CHILDREN LOOKED AFTER (2017/18)

down from 1,450 (March 2011) a **12.3%** reduction compared to a rise of **15.1%** nationally.

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



Early Years Foundation Stage: **65.7%** of pupils achieved a **GOOD LEVEL** of development, up from **51%** in 2012/3 but below regional (69.4%) and national (71.5%) levels (DfE: 2017/18 academic year)



Key Stage 2: **61%** of pupils achieved **EXPECTED STANDARD** in reading, writing and maths, up **5% points** from the year before but **4% below national.** (DfE 2017/18 academic year)



Key Stage 4 (GCSE): **40.9%** of pupils achieved a **STRONG PASS** (grade 9-5) in English and Maths, up on 2016/17 but **2.6% below national**, ranking Leeds equal 88/151 local authorities. Progress 8 score -0.02, matching national, ranking Leeds equal 65/151 local authorities. (DfE 2017/18 academic year provisional)

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



34.1% of children aged 10-11 classified as **OVERWEIGHT OR OBESE** compared to **34.3%** nationally (National Child Measurement Programme, 2017/18)

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



KPIs

How we will measure progress and achievements

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



7% of 16 and 17 year olds (1,020 young people) **NOT IN EDUCATION, EMPLOYMENT OR TRAINING (NEET)**

or whose activity is not known (**2.7% NEET, 4.3% not known**), above regional and national. (DfE average of Dec '17, Jan '18 and Feb '18)

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

Our child-friendly city aspiration is visible throughout this Best Council Plan in the work we are doing to improve the homes and places in which children live and play and better their overall health and wellbeing.

31% of key stage 2 children live in the **10% MOST DEPRIVED AREAS**

nationally (2015) up from 25% in 2011.

(Indices of Multiple Deprivation)

We aim to improve outcomes for all our children:

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

25,710 under 16s across the city estimated to be **LIVING IN POVERTY...**

...that is **17.3%** compared to an average of

16.3%

in England (November 2017)

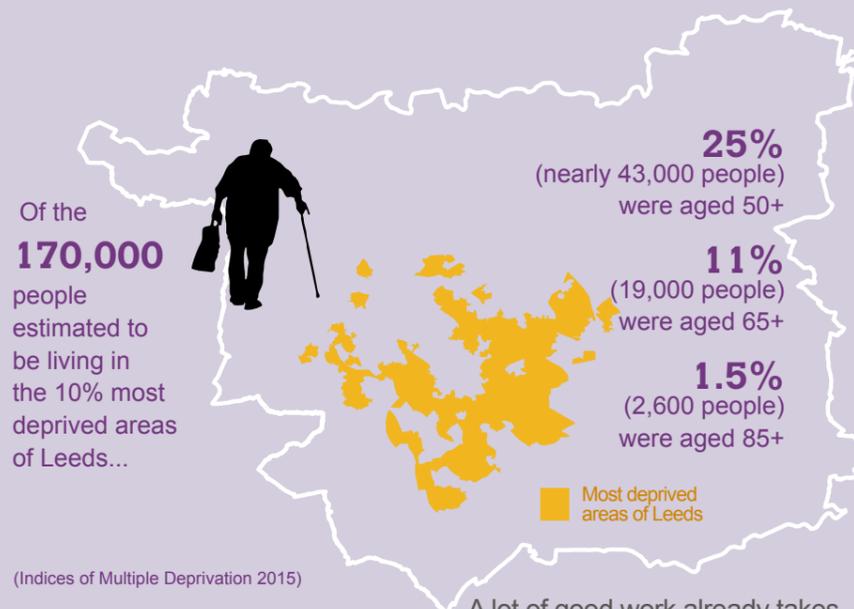
More detail on the issues, planned activity and work in progress:

- Leeds Children and Young People's Plan



AGE-FRIENDLY LEEDS

- Developing accessible and affordable transport options which help older people get around
- Making Leeds' public spaces and buildings accessible, safe, clean and welcoming
- Promoting opportunities for older people to be healthy, active, included and respected
- Helping older people participate in the city through fulfilling employment and learning



(Indices of Multiple Deprivation 2015)

Leeds wants to be a place where people age well: where older people are valued, feel respected and appreciated, and are seen as the assets they are.

The opportunities and challenges presented by an ageing population are well-rehearsed. Older people contribute in countless ways to Leeds' rich and vibrant communities – through the skills and knowledge that they bring to their local communities, high levels of volunteering, acting formally and informally as community connectors,

intergenerational interactions, unpaid caring roles, and through the skills and experience they bring to their workplaces. However, we also know that many older people are also more likely to have multiple long-term health conditions with inequalities disproportionately affecting the poorest in our city. Inequalities in older age are cumulative and have a significant impact on a person's health, wellbeing and independence. As the baby-boomer generation grows older, there will be a range of implications for public sector service provision.

Our approach to making Leeds the best city to grow old is one of citizenship and applies to the whole population. The approach:

- Ensures there is a strong focus on social networks within neighbourhoods and the city
- Promotes social capital and participation
- Age-proofs and develops universal services
- Tackles inequalities and reduces social exclusion
- Aims to change social structures and attitudes

A lot of good work already takes place in Leeds but we recognise there is an opportunity for this to have a clearer strategic context. We have therefore developed an Age-Friendly Strategy and action plan which cut across all our Best Council Plan priorities. This focuses our work around six areas adapted for Leeds from the World Health Organisation's Age-Friendly City domains:

- Housing
- Public and civic spaces
- Travel and road safety
- Active, included and respected
- Healthy, independent ageing
- Employment and learning

CROSS-CUTTING THEMES:

ENGAGEMENT WITH OLDER PEOPLE
– involving and consulting with older people on the development, delivery, management and evaluation of those services and projects which affect them.

ACCESS TO DIGITAL TECHNOLOGY
– help and support for people who want to use digital technology to make their lives better.

Partnership working underpins our Age-Friendly approach:

- The Age-Friendly Board (Making Leeds the Best City to Grow Old In) provides strategic leadership and oversight, supported by a broader Age-Friendly Leeds Partnership, co-led by the council and Leeds Older People's Forum. The partnership brings together statutory, voluntary and private sectors to address the priorities identified by older people themselves to help make Leeds a more age-friendly city.
- The five year partnership between the Centre for Ageing Better, the Council and Leeds Older People's Forum is piloting innovative approaches to generate new evidence of 'what works' for ageing well. This will be shared in the UK and beyond. The partnership agreed three initial priorities:

1) Addressing older people's housing information and advice needs;

EFFECTIVE COMMUNICATIONS
– promoting ageing positively and providing information about services and activities in a format that older people can easily access and which suits their needs.

2) Developing innovative community transport solutions;

3) Community research into the motivations, barriers and enablers that older people face in contributing to their community.

KPIs

How we will measure progress and achievements

KPIs will be added during 2019 to help monitor progress against this new priority including the number of people who:

- Are identified as isolated or lonely
- Live independently in a place of their choice
- Feel that public spaces are safe and accessible
- Can travel around the city to the places they want to go
- Feel valued and a part of their community
- Have good health and wellbeing
- Have a job which is meaningful and rewarding

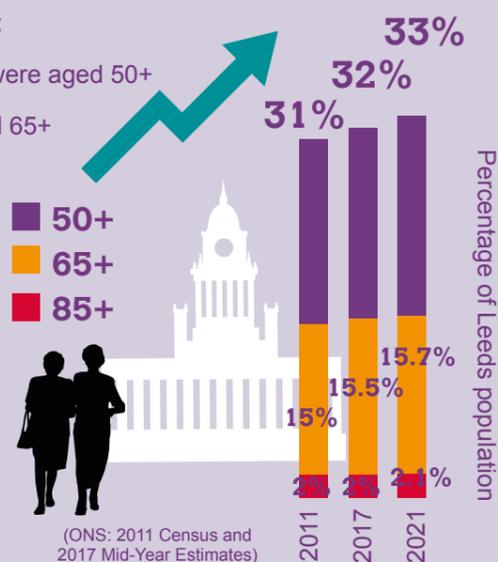
• At national and international levels, Leeds is a member of: the UK Network of Age-Friendly Communities – a group of communities from across the UK collaborating to bring about change in the way we respond to population ageing; the Eurocities Urban Ageing Forum, a forum dedicated to raising awareness and improving strategies for age-friendly environments in cities; and the World Health Organisation (WHO) Age-Friendly Cities, which was established to foster the exchange of experience and mutual learning between cities and communities worldwide.

The 2011 Census indicated that:

232,000 people in Leeds were aged 50+
110,000 people were aged 65+
15,000 were aged 85+

The most recent 2017 mid-year estimates (785,000 people) highlight the increase in these figures in line with the city's population growth.

These numbers will continue to rise: looking forward to 2021, the ONS projects the total Leeds population will increase to more than 803,000.



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

- Age-Friendly Leeds Strategy



CULTURE

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



Leeds West Indian Carnival started in 1967, Europe's **Longest RUNNING** authentic Caribbean carnival parade



Leeds College of Art

Leeds College of Music and Northern School of Contemporary Dance

Leeds City College

Leeds has **3** SPECIALIST COLLEGES CREATING FUTURE ARTISTS

who will help deliver the city's cultural ambitions – it is the only city outside London to offer three fine art degrees

The Leeds International Film Festival is the **LARGEST FILM FESTIVAL** in England outside London (Source – BBC 'Lights, camera, action')



1st EVER

moving images shot in Leeds by Louis Le Prince in 1888



KPIs

How we will measure progress and achievements

- Number of visitors at a range of venues and events
- Number of employees in the creative industries in Leeds

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



Leeds selected as location for **CHANNEL 4'S NEW NATIONAL HQ**, including a new Digital Creative Unit and News Hub

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

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

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

Our objectives are:

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

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

Cześć *Hola* *こんにちは*
170
different languages spoken in the city

नमस्ते *Привет*

- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration;
- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies;

LEEDS PRIDE: Largest
Pride in the UK to still be a completely free event



Main event on Lower Briggate attracted **55,000+** people in 2018



ITU WORLD TRIATHLON LEEDS:

Leeds one of **9 HOST CITIES** around the world for the 2019 series

Returning to the city for the **4th CONSECUTIVE YEAR** in June 2019.

The event brings together **THOUSANDS** of amateurs with the world's elite triathletes to swim, cycle and run.



Estimated **70,000+** ROADSIDE SPECTATORS in 2018



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

LARGEST CITY PARKS in Europe



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

- Leeds Culture Strategy



HOUSING

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

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

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



BILL
£££

13.1%
(42,929) of Leeds households live in

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

This is above the **11.1%** English average but down from 13.5% (43,871 households) in Leeds the year before.

(Source: Dept for Energy and Climate Change, 2016 figures released June 2018)



2,351 newly built and converted homes delivered, **239** affordable homes (2017/18)



The average house price is **5.94 x HIGHER** than the average workplace earnings

(Source: ONS Housing affordability 2017, released April 2018)

We continue to work to deliver six priorities:

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

In practice, we are co-ordinating activity to meet housing needs, improve existing housing and regenerate neighbourhoods, and to secure housing growth of the right scale, type (including a good mix of housing size and tenure) and quality.

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

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



Of the **349,350** PROPERTIES

(Source: VOA Nov '18)

in Leeds, there are

55,390 COUNCIL HOMES

including **4,275** SHELTERED HOMES

and **63** extra care properties (end Feb 2019)



77% of council tenants SATISFIED

with the overall service they receive from the authority

(STAR tenants' satisfaction survey, Oct/Nov 2018)



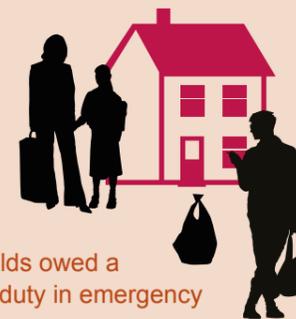
Through a mixture of self-regulation and enforcement we encourage landlords to sign up to the Leeds Rental Standard: an accreditation scheme aimed at driving improvements in quality across the private rented sector. These initiatives also provide employment opportunities in construction and increase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

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

40

households owed a housing duty in emergency

TEMPORARY ACCOMMODATION compared to Birmingham (2,058 placements) and Manchester (1,484 placements) (end Nov 2018).



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

1,139

adaptations installed in council homes to meet tenants' needs. (2017/18)



205,814

repairs carried out on council housing across the city,

94.0%

completed within target timescales. (2017/18)



KPIs

How we will measure progress and achievements

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



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

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

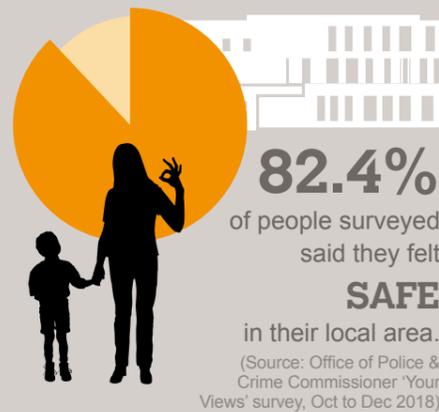


SAFE, STRONG COMMUNITIES

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

Leeds is a growing and richly diverse city, with people of different ages and from many different backgrounds, cultures and beliefs living and working alongside each other. As a City of Sanctuary, we celebrate this diversity and want Leeds to be a welcoming city for all, where people get on with each other and feel they are part of their local neighbourhood. To achieve this, we need strong local leadership, to increase community conversations to resolve problems and conflict locally, raise aspirations, create better links to social and economic opportunities, and improve the city's resilience to extremist narratives. Increasing community engagement and participation will reduce dependency on public services,

building thriving, more resilient communities across the city that make the best use of their strengths and assets to overcome challenges.



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

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

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



77.4%
of people surveyed were **SATISFIED** with their local area as a place to live, **4.6%** above the West Yorkshire average.

(Source: Office of Police & Crime Commissioner 'Your Views' survey, Oct to Dec 2018)

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

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

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

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

Value of wellbeing projects approved and funded:

£1.4m
attracting match funding of **£655k**

This supported **460 PROJECTS** generating **81,000 VOLUNTEER HOURS** social housing estates in the outer areas, and importantly those neighbourhoods which fall into the 1% most deprived nationally.

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

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

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

103,380 CRIME CASES
(12 mths to Feb 2019)
21,880 DOMESTIC INCIDENTS
reported to police. (12 mths to Dec 2018)

Value of youth activities approved and funded:

£0.5m
attracting match funding of **£310k**. This generated over

10,000 VOLUNTEER HOURS providing local activities for 8-17 year olds.

18,183 ANTI-SOCIAL BEHAVIOUR

(ASB) incidents reported to police **6,104** classed as 'youth related', **3,463** 'neighbour related', **3,220** 'adult related – non alcohol'.
(12 months to December 2018).

!@*!!**
2,304 RACE HATE incidents reported to police, **76%** of all hate incidents reported.
(12 months to December 2018)

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



KPIs

How we will measure progress and achievements

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

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

BENEFIT
£
22,130 people helped by the council's Welfare Advice team.
(Start April to end October 2018)

92% of clients rated the team as **'EXCELLENT'**
7% rated it as 'god'.



BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

For example:



MINDFUL EMPLOYER

status since 2011, with access to specialist mental health resources and training

Healthy Minds



Healthy Minds Group offering events, workshops and

PEER-TO-PEER SUPPORT

since 2012



Trained MENTAL HEALTH FIRST-AIDERS, and

500+ more planned



A dedicated OCCUPATIONAL HEALTH

service providing proactive and reactive support



100+ WELLBEING CHAMPIONS

across the council, supporting improved physical health and wellbeing

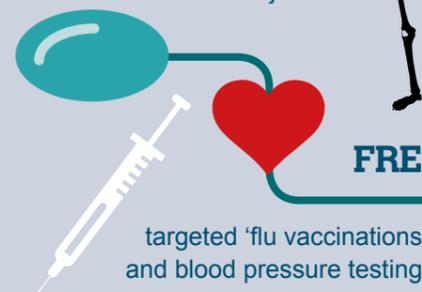


Access for all staff to the

PUBLIC HEALTH RESOURCE CENTRE

for guidance and practical tools

PHYSIOTHERAPY referrals to reduce and manage musculo skeletal injuries



FREE

targeted 'flu vaccinations and blood pressure testing



An employee assistance programme with **24/7 TELEPHONE SUPPORT** and self-referral for **FACE-TO-FACE COUNSELLING** on a range of issues – available to staff and their immediate families



Supportive HR policies such as flexible working, special leave and time off

for volunteering and to attend staff networks, are also hugely beneficial to both mental and physical health and wellbeing.

But more can be done to strengthen the health and wellbeing offer, and to ensure that all staff know and understand what support is available and how to access it. To highlight its importance, this 2019/20 update of the Best Council Plan therefore extends the Best Council ambition to be a more

'Efficient, Enterprising and Healthy Organisation.'

A range of further practical activities are now planned, including:

- Improved communication with guidance made more accessible, current and evidence-based
- Closer collaboration with partners such as the Health and Social Care Partnership and the Business Disability Forum
- Continuing work on low pay and financial wellbeing – we are proud to continue paying our staff at the Real Living Wage level
- Targeted activity with services experiencing the highest sickness absence related to mental health and musculo-skeletal disorders
- Wellbeing conversations linked to staff appraisals
- Health and wellbeing champions at a senior management level across the organisation.

outcomes and priorities set out in the Best Council Plan could not be delivered.

Improving staff health and wellbeing

The health and wellbeing of staff has always been important to Leeds City Council; the impact this can have on productivity, engagement and sickness absence is well understood. The challenge now is to ensure that wellbeing is consistently embedded, particularly at a time of ever-reducing time and capacity.

Leeds has introduced a range of initiatives over the years which have been recognised nationally and compare well against other large organisations.

Our 'Best Council' ambition has for many years been aimed at becoming a more efficient and enterprising organisation, centred on an ongoing programme of cultural change.

This has enabled us to manage significant financial pressures and increased demand for our services whilst minimising as far as possible the impact on the citizens of Leeds. This 2019/20 update explains our organisational priorities for the future with a particular focus on the health and wellbeing of our staff, without whom the

Our Values – underpinning everything we do and how we work

Being open, honest and trusted

– I can be my best

Treating people fairly

– It feels like I count.

Spending money wisely

– I make every pound go further

Working as a team for Leeds

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

Working with people, engaging all communities

– I am proud to make a difference



BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Our organisational culture

We strengthened our Organisational Development (OD) approach in 2018 which helped to articulate the focus of the next phase of our culture change work. Keeping the Best City / Best Council ambitions as key drivers for further improvement with our Values underpinning everything we do and how we work, to continue concentrating on staff wellbeing and inclusion and getting the basics of good people and change management right. Investing in training and skills for all staff will remain a key part of this, and our push on Management Development will continue.

Our emphasis on inclusion and diversity aims to eliminate barriers, celebrate differences and create a workforce more representative of our communities. Significant progress was made in 2018 in particular thanks to our 7 staff networks:

- Disability & Wellbeing Network (DAWN), relaunched in 2018
- Early Careers Network
- Healthy Minds
- Women's Voice
- Carers' Staff Network
- Black, Asian and Minority Ethnic (BAME)
- Lesbian, Gay, Bisexual & Trans+ (LGBT+)



Work by the LGBT+ network was influential in helping us re-enter the Stonewall Workplace Equality Index top 100 employers.

Coordinators meet together on a monthly basis to discuss their projects, and provide a 'first stop' engagement forum for the organisation to consult with on changes in service delivery or staffing matters before potentially reaching out across the wider groups of colleagues. Whilst each of the seven networks has set out its aims for 2019, three cross-cutting priorities have been collectively agreed across the network partnership:

- Career progression and equity of opportunity;
- Inclusive workplaces, where individuality is acknowledged and respected; and
- Challenging the digital divide and increasing engagement with frontline colleagues.

Work against these priorities will be delivered across the partnership and in conjunction with council staff, including the wider senior management teams. The partnership is also supporting work to increase levels of disclosure: with an improved understanding of the workforce makeup, we can better identify and tackle issues such as barriers to career progression for certain staff groups.

Our 'Team Leeds – Can Do' theme remains central to the OD approach, helping staff to feel more confident and empowered. In the coming year, we will build on the set of improvement tools we already use, such as outcomes-based accountability and restorative and strengths-based working which have proved so successful in our work with vulnerable adults and children. And we will further develop our skills and practice around people-centred design so that this approach becomes more regular, widespread and routine practice. We will also review the skills and capacity for delivering change and improvement. With the investment we are making in our graduates and first time managers, and the strong take-up of leadership and management apprenticeships, our organisational change resource will grow.

Scenario planning around future workforce levels and skills requirements remains a top consideration in light of shifts in demand, external factors such as Brexit, ongoing budget pressures and changes in the way we work. Our comprehensive staffing information and data will provide a good basis but additional work will be carried out during 2019/20 to better understand the medium- to longer-term requirements to enable the right balance between succession/capacity planning and workforce redesign. This will incorporate the impact of digital transformation which is shaping all workplaces and sectors, with the automation of basic tasks



KPIs

How we will measure progress and achievements

- Workforce more representative of our communities
- Number / percentage of apprentices employed by the council
- Score out of ten given by staff for working for Leeds City Council [part of staff survey]
- Average staff sickness levels
- Reduction in workplace accident and incident reports
- Increase in collaboration between the council and Health & Care providers across the city around Mental Health First Aid
- Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing
- Percentage of staff appraisals and mid-year reviews completed
- Gender pay gap across council staff
- Level of projected over/underspend for this financial year
- Collection rates: council tax, business rates and council housing rental
- Percentage of orders placed with local suppliers and with small and medium-sized enterprises
- Prompt payment of invoices against target
- Percentage of ICT service desk calls fixed at the first point of contact
- Level of customer complaints
- Proportion of customers using self-service when getting in touch with the council
- Percentage of information requests received responded to within statutory timescales (Freedom of Information, Subject Access Requests and Environmental Information Regulations)

sitting alongside different ways of delivering products and services. New job and skill mixes will continue to be explored which could impact on job numbers and role design and so a range of responses will be used to help manage these changes:

- natural turnover
- the council's Early Leavers Initiative
- redesigning more administrative roles
- reskilling and flexibly deploying staff

The use of apprenticeships to develop new skills and talent is an increasingly important part of our workforce strategy.

We will introduce a more efficient, streamlined and inclusive recruitment process, including a new e-recruitment system and fresh options around high volume recruitment areas. We will also develop an Employer Brand for the council to aid attraction and retention.



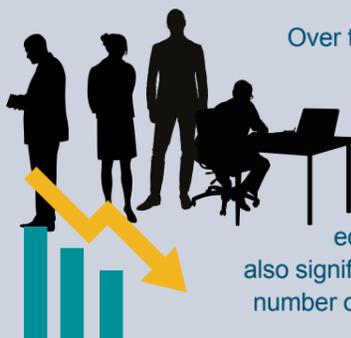
BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Managing our finances

Between 2010/11 and 2019/20 our core 'settlement funding' from government was reduced by around £266m, nearly 60%.

At the same time, we have seen increasing costs and demand for services, particularly due to a growing and ageing population. We have so far met these challenges by stimulating economic growth, finding ways to increase our traded and commercial income, growing council tax from new properties and a significant programme of organisational efficiencies.



Over the last 8 years, we have reduced staff numbers by over **3,200 FULL TIME** equivalent posts and also significantly reduced the number of buildings we use.

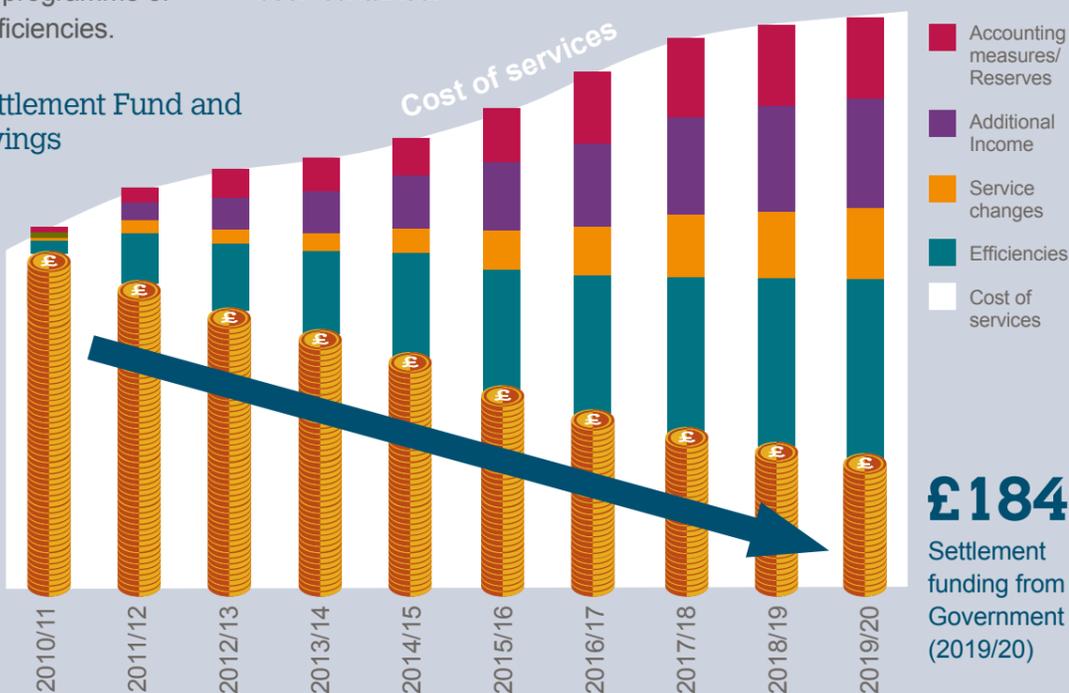
The chart shows the decrease in settlement funding and savings that we have made to balance the budget year on year.

Through targeting resources into preventative services, we have ensured that the implications of demand and demographic pressures that have resulted in significant cost pressures in other local authorities have so far been contained.

Decrease in Settlement Fund and Cumulative Savings in Budget

£450m

Settlement funding from Government (2010/11)



£184m

Settlement funding from Government (2019/20)



For example, in 2017/18 we spent **£700k** on **61 HOUSEHOLDS** registered in temporary accommodation compared to Birmingham's £23m (15,481 households) and Manchester's £21m (3,948 households).

Similarly, thanks to a concerted effort to improve outcomes for all children and families, since 2010 the rate per 10,000 of children looked after has decreased in Leeds by **18.3%** whilst the national average has gone up by 12.7%.



This culminated in an overall **'OUTSTANDING'** OfSTED inspection rating in December 2018 for children's services social care.



However, the financial outlook for 2019/20 and beyond remains challenging:

Our government settlement funding for this year has **REDUCED AGAIN BY AROUND £15m** and, with continued cost pressures, the council anticipates needing to deliver more than **£24m** of savings by March 2020.

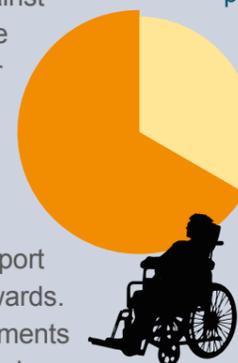
Our medium-term financial strategy approved in July 2018 estimated a funding gap between 2019/20 and 2021/22 of £97m with 53% (£52m) of this projected to hit in 2020/21 and 32% (£31m) in 2021/22. The Strategy indicates the range and scale of challenge and a direction of travel rather than a precise forecast of resources and will be updated again in summer 2019 but there remain a number of risks and uncertainties, particularly within the national and economic environment, not least against the backdrop of Brexit. The results of government's Fair Funding Review of local government finances are anticipated this autumn, informing the level of resources available to support budgets from 2020/21 onwards. Whilst transitional arrangements are anticipated to be put in place,

the Review could result in significant changes to the funding baselines of local authorities compared to the current methodology. During 2019 the government will also carry out a spending review across all departments and the long-awaited Green Paper setting out proposals to make the social care and support system more sustainable is, at the time of writing, due to be released for public consultation. The issuing of a Section 114 notice by Northamptonshire Council in February 2018 imposing emergency spending controls and the subsequently commissioned Best Value inspection, has increased the focus on local authorities' financial resilience.

In the context of these uncertainties and financial challenges, the council will need to continue to make difficult decisions around the level and quality of services to ensure we keep delivering our ambitions and priorities for the city and the organisation set out in the Best Council Plan.

In line with our vision to tackle poverty and inequalities, we will continue to target our resources towards the

MOST VULNERABLE in our society with nearly **TWO THIRDS** of our 2019/20 budget funding adult social care and children's services.



We will also continue our locality working model with a specific focus on a small number of 'priority neighbourhoods' (those defined as being in the most deprived 1% of neighbourhoods nationally), engaging with communities and with partner organisations to better understand and tackle issues relating to poverty and inequality in more co-ordinated, joined-up ways. Linking in with our Community Committees, Neighbourhood Improvement Board and a strategic delivery team, core teams consisting of residents, elected members, local partners and service managers are helping to develop and deliver very localised action plans that increasingly offer opportunities for innovative ways of working and support different models of service delivery.

At an organisational level, we will continue to review services to identify opportunities for greater efficiencies (both financial and staff time), making better use of available financial and performance benchmarking information. This will result in a prioritised number of cross-cutting, major programmes and projects. These include the next phase of an ongoing 'Changing the Workplace' review of our buildings, disposing of those that are no longer fit for purpose and reducing vacant capacity, and exploiting a range of digital solutions.



BEST COUNCIL

An Efficient, Enterprising & Healthy Organisation

Delivering digital solutions

In July 2018, Leeds City Council, alongside other local authorities, sector bodies, the Government Digital Service (GDS) and the UK Ministry for Housing, Communities and Local Government (MHCLG), was a co-publisher and signatory to The Local Digital Declaration. This document affirms a collective ambition to maximise the use of digital tools and technology to further improve and transform local public services, based around 5 principles:

These principles articulate the approach we are taking in Leeds: that in order to deliver improved public services, 'digital' is an essential tool but it cannot be considered in isolation.

We are working particularly in collaboration with NHS colleagues to develop a shared, connected digital infrastructure for the city to enable professionals to work together more seamlessly and people to manage their own health and care needs.

new insights to inform decisions around prevention, treatment and future research. The council has access to an Innovation Lab which has successfully aided the delivery of a number of new digital products and services, such as the bin app and council housing matching facility (the 'Social Housing Picker'), through bringing together users and experts to co-create solutions. We will further promote this work in 2019/20 and beyond, exploiting opportunities for grant funded bids:

for example, in January 2019 the council was **SUCCESSFUL** in its bid to the new GovTech Catalyst Fund.



The Leeds bid relates to collecting damp monitoring data in social housing, helping us proactively maintain our property portfolio and ensure homes, particularly for more vulnerable members of society, remain healthy environments.

We will focus on a number of priority service areas to challenge how services are provided and their underlying processes and systems. Incorporating user-centred design to ensure the 'customer experience' is the starting point, we will identify opportunities to streamline and redesign processes, using digital solutions where appropriate. One example of a cross-council review is 'Mail and Print' which has an important digital element



– such as **DIGITISING** incoming mail, replacing outgoing mail with digital alternatives and replacing IT software and hardware in the medium- to long-term

– as part of a wider consideration of the whole function. The council is also undertaking a significant programme to upgrade, replace and possibly consolidate a number of applications through rethinking what we do and how we can improve the service, rather than merely replacing legacy IT systems. A 'Core Systems Review' is underway, assessing options across several cross-cutting functions. Digital also has a key role to play in our focus on improving staff health and wellbeing: better automation will create time-saving opportunities and digital assistive technology can both prevent and support musculo-skeletal injuries.

To support our staff on the digital journey, we will establish a digital coaching initiative to help managers understand more about how technology could help them deliver their services in more innovative and cost effective ways, and develop a 'Directory of Digital Innovation', enabling decision-makers to easily access information about technology advances that could aid service modernisation. Over time, we want all our staff to understand the opportunities that digital can provide in service delivery, with it being as much a part

of decision-making as, for example, finance, staffing, consultation or equality considerations. We will also continue to promote tools such as the 'Learn My Way' platform to help staff develop their digital skills, part of our broader 100% digital literacy ambition for the whole city. There will be opportunities to learn and share with others too: for example, the Government Digital Service (GDS) is developing learning offers on digital leadership skills and service/user-led design, and the Greater London Authority is piloting a digital leadership programme which, when completed, will make all content freely available to other public sector bodies.

Underpinning the digital agenda is our ongoing work to improve the quality and availability of information provided to customers, staff and elected members.

We remain committed to 'open data' where possible in compliance with the General Data Protection Regulations and privacy standards: ensuring that confidential information remains secure whilst enabling better analysis to prioritise interventions and resources to where they are most needed.



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LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Resources and Housing

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

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Directorate's budget for the 2019/20 financial year.

2. Service Context

- 2.1 The Directorate contains the Council's key professional support services; Finance, Procurement, HR, Digital Information Services, Legal Services, Shared Services, Democratic Services and Strategy and Improvement and Intelligence. These services support the strategic direction of the Council and provide essential support to Members and managers to improve outcomes and deliver change.
- 2.2 The Directorate is also responsible for delivering Catering and Cleaning, Corporate Property Management and Leeds Building Services, Fleet Services, Facilities Management, Passenger Transport. Some of these services are provided on a trading basis to Council Directorates and schools as well as external customers and suppliers.
- 2.3 The Directorate, beyond its universal duties, also serves some of the most vulnerable in the city. As well as providing advice to the many thousands in housing need, the Directorate supports many others to sustain their tenancies. The Directorate intervenes in the private sector to tackle some of the worst housing conditions in the city.
- 2.4 The Directorate is also responsible for the provision of council housing across the city. This is dealt with separately within the HRA budget report.
- 2.5 The Directorate is actively engaged in leading the delivery of the Council's breakthrough projects in respect of cutting carbon in Leeds and preventing homelessness, both of which are key priorities in the Best Council Plan.

3. Budget Proposals

- 3.1 This 2019/20 budget has been set at £82,216k representing a net increase of £3,370k (4.28%) when compared to the adjusted budget for 2018/19. This net increase comprises a number of pressures totalling £8,578k offset by savings / use of balances of £5,201k which are explained below.

3.2 Budget Adjustments and Transfers

- 3.2.1 There have been a number of service transfers and other budget adjustments totalling (£3,186k) which are reflected in the 2019/20 budget.
- 3.2.2 The responsibility for the management of Porters in the Central Library has transferred from

Communities and Environment to ensure a consistent approach across Council Buildings, with a corresponding budget adjustment of £159k.

- 3.2.3 The International relations team has transferred to City Development with a corresponding budget adjustment of (£99k).
- 3.2.4 There have been a number of other adjustments regarding the movement of individual posts between Directorates totalling a net £233k.
- 3.2.5 All other adjustments totalling (£3,479k) reflect a number of other budget adjustments which have been made to negate the requirement for recharges to be made between directorates.
- 3.3 Changes in prices – pressure of £4,950k**
- 3.3.1 The budget includes provision of £4,174k reflecting the National Employers' two year pay offer made in December 2017. For 2019/20 this offer increased pay above 2% for spinal column points (SCP) 1 to 22 and 2% increases for SCP 23 and above. As a result of this pay offer, the minimum hourly rate paid to current Leeds City Council employees will rise to £9.18 per hour which is 18p above the Real Living Wage rate. Apprentices and new starters on the A1 spinal point will be paid £9 per hour for the first year only.
- 3.3.2 The provision for price inflation is £1,414k which includes £570k for Leeds Building Services, £440k for Civic Enterprise Leeds (CEL), £138k for Housing and Property and £266k for the remainder of the services in the directorate.
- 3.3.3 In addition and specifically in respect of energy costs, the budget provides a total of £422k for a 24.4% increase in electricity and a 14.8% increase in gas costs.
- 3.3.4 Inflationary increases in the level of fees, charges and income from other organisations, are estimated to generate £1,300k. Most of this increase, £1,053k, relates to price uplifts within Leeds Building Services.
- 3.4 Actuarial Review – pressure of £264k**
- 3.5 A review of the West Yorkshire Pension Fund has been undertaken in the Autumn of 2017. The actuary has confirmed that the figures advised to the Council in the last triennial review. As a result of this the rate provided for will increase from the current 15.9% to 16.2% in 2019/20. This increase is estimated to cost £264k
- 3.6 Capitalised Pension Costs**
- 3.6.1 The fall out of capitalised pension costs associated with staff who have previously left the Council under the Early Leaver's initiative will save an estimated £128k.
- 3.6.2 There will be additional capitalised pension costs to be incurred in 2019/20 in those services where ELIs may be used as a mechanism to deliver staffing savings that are assumed in the 2019/20 budget. The staffing savings identified in 3.10 of this report are net of an estimated allowance for these new capitalised pensions amounting to £178k
- 3.7 Specific Grant Funding Changes**
- 3.7.1 The Flexible Homelessness support grant will reduce by £664k from £1,794k to £1,129k in 2019/20. The Council will continue to use the £1.1m of grant to achieve homeless prevention outcomes, further reductions in temporary accommodation placements and to best assist entrenched rough sleepers with drug and alcohol dependency issues. In addition

the grant will be used to support organisations such as St Anne's advice centre, the Street Outreach service and St George's Crypt. The reduction in the level of grant income will be funded in 2019/20 from reserves held on the balance sheet.

- 3.7.2 The Sustainable Energy and Air Quality team has been partly funded by an earmarked reserve in 2018/19. This one off source of funding, £178k will fall out in 2019/20 and the base revenue budget in this priority area is therefore increased by this amount.
- 3.8 **Other budget pressures –£1,538k**
- 3.8.1 **Microsoft Cloud** - The Microsoft Enterprise Agreement is renewed every 3 years, it was last signed in September 2016 and this fixed all Microsoft product license prices for 3 years – over this period of time Microsoft have been applying annual price increases ranging from 15% to 22% to their licence price list - which Leeds has been exempt from – however these price increases all impact on the 2019/20 budget as the Council will have to renegotiate renewal pricing effective from September 2019. Microsoft are encouraging organisations to move to cloud based services and this is reflected in the price model as they increase the cost of on premise services. In addition, the Council took a payment holiday on Microsoft Office which removed the costs of Office product software maintenance. Whilst this has delivered revenue savings in excess of £1m, the next renewal will require an upgrade of Office software versions thus re-introducing this cost into the base budget. In total a sum of £850k has been added to the DIS revenue budget to reflect these pressures.
- 3.8.2 The Corporate Property Management function (CPM) is responsible for the management of and maintenance of the council's buildings. Recognising the level of backlog maintenance associated with these assets, the budget provides for an additional investment of £195k which will contribute towards addressing these issues and a further £100k is provided for as part of the inflation figures referred to in para 3.3.2. This total of £295k is in addition to the £500k added to the 2018/19 budget and recognises the commitment to invest in Council assets to ensure they are maintained to an appropriate standard.
- 3.8.3 Clean Air Zone (CAZ) – The Council are under instruction from Government to formulate a plan to achieve compliance with air quality standards within the shortest possible timescales. Following a public consultation process, proposals for implementing a charging CAZ were approved at the Council's Executive Board in October 2018. The commencement date of the CAZ go-live is the 6th January 2020. From this date the Council will be able to introduce a charge for any buses, coaches, HGVs and taxi and private hire vehicles that operate within the CAZ boundary and which do not meet pre-determined emission standards. Any year-end surplus (or deficit) which arises as a result of the CAZ will be transferred to an earmarked reserve. Balances held in this reserve are to be used to improve air quality and support the delivery and ambitions of the zone. As such there is not expected to be any net impact on the 2019/20 budget.
- 3.8.4 The HR service centrally manages the Council's occupational health budget and HELP contract. There are spend pressures of £160k in this area particularly arising from spend in referrals to occupational health practitioners. Recognising the commitment to maintaining a healthy workforce, the budget will be increased to reflect current demand.
- 3.8.5 A sum of £75k is provided in the Finance budget to reflect the additional maintenance costs required for the move to Civica Pay from the existing income management system. This new system will be fully PCI compliant.

- 3.8.6 A net additional sum of £85k has been included in the legal services budget which reflects an approach to reduce the existing vacancy factor in the service to improve service delivery.
- 3.8.7 Other minor variations across the Directorate total £168k and include provision for the borrowing costs of replacement mobile devices council wide as some older devices in use will no longer be supported and in time will not meet more up to date security requirements.
- 3.8.8 **Income Pressures - £1,107k**
- 3.8.9 There are income pressures within the HR budget of around £837k. Most of this relates to traded income from schools. In this highly competitive market, this pressure has arisen from a combination of loss of schools from academy conversions, reduced demand from schools for HR services and additionally some schools who do buy back HR services have been buying in lower level packages of support and paying for adhoc HR services when required. The reduction in the income budget is correcting a trend seen over the past couple of years as income has declined to around £460k. This issue has been reported in the monthly financial health monitoring reports.
- 3.8.10 The budget submission reflects variations associated with both the shortfall in court fee income, £150k and a projected net loss of income receivable from schools for the provision of catering services due to academisation and downward trends in school meal numbers. £100k. Other minor variations are 20k
- 3.9 **Savings**
- 3.10 **Efficiencies – £2,643k.**
- 3.10.1 A review of the Council's support services functions which took effect in 2017/18 saw most business administration staff transfer into the council's Shared Service. Through both the consolidation of this function under one professional lead and a review of business processes significant savings in excess of £3m have already been realised. In 2019/20, a further £942k of savings are proposed.
- 3.10.2 Across the remaining professional services in the Resources area, a sum of £640k is proposed to be saved in the following areas.
- | | |
|------------------------|-------|
| Financial Services | £295k |
| HR | £90k |
| Strategy & Improvement | £255k |
- These savings are to be delivered through a combination of ELI proposals, service reviews and controlled management of vacancies.
- 3.10.3 Savings of £100k within Housing Services will be realised through the management of staff vacancies
- 3.10.4 Within Civic Enterprise Leeds savings of £255k will be realised through management efficiencies (£75k), operational efficiencies within both Facilities Management (£70k) and Fleet Management (£50k). In addition, the service will be looking to insource contracts to deliver target savings of around (£60k).
- 3.10.5 The Digital Information Service are estimated to deliver cost savings of around £546k across of range of support and maintenance contracts including telephony, printing and

security.

3.10.6 A review of line by line spend across the Directorate has identified savings of £160k across all budget heads.

3.11 **Income – Fees and Charges £170k**

3.11.1 The budget assumes £110k of income within HR to be generated from the apprentice levy for the provision of training.

3.11.2 It is proposed to examine the possibility of establishing a salary sacrifice scheme to provide loans to staff for Ultra Low Emission Vehicles. A sum of £60k has been included in the budget for this.

3.12 **Income – Traded Services and Other £1,728k**

3.12.1 Leeds Building Services will increase their contribution by £1,400k in 2019/20 through a combination of additional turnover, improved productivity following the implementation of additional modules in the Total Mobile system and a review of overhead costs in the service. This additional turnover will result from work that previously would have been rendered to private sector contractors will instead be delivered through the internal service provider.

3.12.2 A further net £328k of income is to be raised from additional charges to capital and internal income of £219k, income from the Leeds City Business Rates Pool (£35k) and a target of £74k of additional income across CEL.

4 **Risk Assessment**

4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for Resources and Housing are:

4.2 Further reduction in support services may reduce the capacity to support managers within the council and it is vital to ensure that these planned reductions do not impact upon the delivery of services city wide and the achievement of the 2019/20 budget proposals.

4.3 That assumptions in respect of both staff turnover and staff exiting the Authority through the Early Leaver's Initiative are not realised. Any variation could have implications for the delivery of the budgeted level of savings.

4.4 The assumptions around the additional contribution from Leeds Building Services are not deliverable due to operational capacity within the service, i.e. if the service are unable to recruit to the desired number of staff, then the ability to deliver the budgeted turnover level may be compromised.

4.5 The assumptions around the level of traded income and contributions within CEL are adversely affected by any future loss of schools through academisation or loss of service to other providers.

Briefing note prepared by: Kevin Mulvaney (Head of Finance)
Telephone: x89390

Directorate - Resources & Housing

	2019/20 £m	FTEs
Net managed budget 2018/19	82.03	
Adjustments		
Transfers of function	0.29	
Other adjustments	(3.48)	
Adjusted net managed budget	78.85	
Budget Pressures:		
Inflation		
Pay	4.17	
Price	2.08	
Income	(1.30)	
Employers Pension	0.26	
Capitalised Pensions	(0.13)	
Grant Fall Out		
Flexible Homelessness Support Grant	0.66	
Pressures		
Corporate Property Management -additional maintenance	0.20	
Microsoft Cloud	0.85	
Fall out Air Quality Earmarked reserve	0.18	
Finance Civica Pay PCI compliance	0.08	
HR Occupational Health spend and HELP contract - trend	0.17	
Legal Staffing	0.09	
Other Pressures	0.17	
Income Pressures		
HR Income	0.84	
Catering income	0.10	
Finance income - mainly Court Fees	0.17	
Total Pressures	8.58	0.00
Savings Proposals:		
Efficiencies		
Staffing efficiencies		
Finance	(0.30)	(8.53)
Strategy and Improvement	(0.26)	(3.86)
HR	(0.09)	1.99
DIS	0.01	(0.33)
Shared Services	(0.94)	(32.17)
Housing Services	(0.10)	(3.00)
CEL	(0.08)	(1.00)
Democratic	(0.01)	
Procurement Efficiencies		
DIS Contract Savings	(0.55)	
CEL - Contract Savings	(0.06)	
CEL - energy savings	(0.03)	
Other Efficiencies		
CEL - Fleet Operations	(0.05)	
CEL - Facilities Management - entry systems	(0.04)	(2.00)
Line by Line spend	(0.16)	
Income - Fees & Charges		
Ultra Low Emissions Vehicle Scheme	(0.06)	
Apprentice Levy Income	(0.11)	
Income - Traded Services, Partner Income		
LBS increased net return from additional work	(1.40)	
CEL increased income	(0.07)	8.05
DIS - external income from LCR business rates pool	(0.04)	
DIS - additional income chargeable to capital schemes (net)	(0.16)	
Procurement Income	(0.06)	
Grants and Other Income		
Housing - use of balances to fund fall out of grant	(0.66)	
Total Savings	(5.21)	(40.85)
Net Managed Budget 2019/20	82.22	(40.85)

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Strategic Central Accounts

1. Introduction

- 1.1 This report has been produced in order to inform members of the main variations and factors influencing the Central Accounts budget for the 2019/20 financial year.

2 Service Context

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

3 Budget Proposals

- 3.1 This 2019/20 budget has been set at £8,274k Cr representing a net decrease of £5,287k when compared to the adjusted budget for 2018/19. This net decrease comprises a number of pressures totalling £8,986k offset by savings of £15,115k and an increase of £843k in contributions to reserves, which are explained below.

3.2 Budget Adjustments and Transfers - £6,049k Dr

- 3.2.1 There has been one transfer of £6,049k which is reflected in the 2019/20 budget. This relates to the allocation to directorates of budgets for recharges and for the transfer of income relating to the former PPPU unit. This amount was budgeted for centrally in the 2018/19 budget pending a review, and has been allocated to directorates during 2018/19.

3.3 Specific Grant Funding Reductions - £1,331k

- 3.3.1 There has been a reduction of £1,322k in the expected level of New Homes Bonus grant to be received in 2019/20. This is due to the ongoing effect of structural changes to the grant which were introduced by the government from 2016/17, which reduced the number of years over which the grant was paid and introduced a growth baseline to be met before any grant is paid.
- 3.3.2 A reduction of £9k has been recognised in the level of grant due to reimburse the council for debt costs from the former West Yorkshire Magistrates Court joint committee, for which the council was the lead authority. The value of this grant naturally reduces over time, as the level of outstanding debt is reduced.

3.4 Increase in Debt costs - £3,090k and funding of PFI Lifecycle costs – £9,078kCr

- 3.4.1 The budget for debt costs included a net £5,127 increase in external debt costs, reflecting new borrowing to fund the capital programme and expected rises in interest rates. This has been partly offset by an increase of £2,037k in prudential borrowing charges made to directorates, reflecting the level of invest-to-save schemes included in the capital programme.
- 3.4.2 In addition, there has been a budgeted increase of £9,078k in the savings to revenue as a result of the way in which capital costs relating to PFI schemes are funded. This largely relates to PFI lifecycle costs, which are capital expenditure and had previously been funded by PFI grant. From 2018/19 these costs will be funded by borrowing and will therefore give rise to an MRP liability. For 2018/19 and 2019/20, it is intended that this PFI liability will be funded by capital receipts. The Council's MRP policy will be amended to reflect this change in approach.
- 3.5 **Other budget pressures – £3,959k**
- 3.5.1 Other budget pressures include a budget of £1,500k towards preparations for the planned City of Culture event, and the establishing of a £760k corporate contingency budget, which includes £105k of grant funded expenditure to combat the impact of Brexit.
- 3.5.2 There has also been a reduction of £400k in the forecast level of S278 income which the council will be able to recognise in revenue as a result of developer funding of highways schemes, and a reduction of £400k in the target for the capitalisation of expenditure which would otherwise be charged to revenue budgets. There is a further reduction of £539k in the extent to which the cost of staff time can be charged to capital, relating to the break-up of the former PPPU unit.
- 3.6 **Changes to levies and other contributions – decrease of £1,013k**
- 3.6.1 Contributions to joint committees and other bodies have decreased by a net £1,013k. Within this figure, the contribution to the West Yorkshire Combined Authority has decreased by £1,016k, reflecting continued efficiencies. This decrease is partially offset by an increase of £7k in the council's contribution to the West Yorkshire Coroners Service, largely reflecting staffing changes. There has been no change in the contribution to the West Yorkshire Joint Services Committee.
- 3.6.2 The following table gives details of the contributions and levies. In approving these contributions, Members will note that they are not approving the individual budgets of the Joint Committees, but the estimated effect on the Council's budget.

	Leeds' contribution			
	2018/19	2019/20	Variation	
	£m	£m	£m	%
Joint Committees				
Joint Services	1.395	1.395	0	0%
Other Bodies				
Flood Defence Levy	0.39	0.39	0	0%
Combined Authority and Transport Fund	33.756	32.74	-1.016	-3%
Coroners	1.366	1.373	0.007	1%
Probation Service (Debt only)	0.006	0.002	-0.004	-67%

3.7 Income – Impact of Business Rates pooling arrangements £4,270k Cr

3.7.1 Following the success of North and West Yorkshire in being chosen to pilot 75% business rates retention, there are a number of changes to budgets to reflect the new business rates pool arrangements for 2019/20.

3.7.2 The council has budgeted for a reduction of £5,331k in its contributions to the new pool. This has been partially offset by an increase of £1,593k in contributions to other authorities within the pool.

3.7.3 There has also been an increase of £511k in the grant income which the council has budgeted to receive for reimbursement of the costs of various business rate reliefs, and an increase of £20k of retained income relating to business rates from renewable energy schemes.

3.8 Income – Grant Funding Increases £105k Cr

3.8.1 The budget for 2019/20 includes £105k of grant income which has been announced to support councils in dealing with the impact of Brexit.

3.9 Other efficiencies - £650k Cr

3.9.1 The budget for 2019/20 includes a budget of £500k for the use of capital receipts flexibility

3.9.2 There is projected to be a reduction of £58k in the level of historic unfunded pension costs for 2019/20 and other minor savings totalling £91k.

3.10 Contributions to Reserves - £843k Dr increase

3.10.1 The budget for 2019/20 includes an increase in the planned contribution to the General Fund reserve of £3,479k. This includes a figure of £1,700k representing a repayment from the Children and Families directorate of their temporary use of reserves in 2018/19 to cover a delay in receiving expected grant funding.

3.10.2 The planned use of earmarked reserves for 2019/20 has increased by a net £2,636k in comparison to 2018/19. This includes a new budget to use £2,000k of the ELI reserve in 2019/20, and the removal of a one-off budget for a contribution of £750k of the Invest to Save reserve in 2018/19. The budgeted contribution to the capital reserve has been increased by £112k.

4 Risk Assessment

- 4.1 In determining the 2019/20 budget, consideration has been given to all the risks which are managed within the directorate's overall risk management framework. Within this framework, a register of those items considered carrying the highest risk and therefore requiring careful and regular monitoring has been prepared. The key risks in the 2019/20 budget for the Central Accounts are:
- 4.2 The budgeted position on MRP relies on the availability of £19.5m of capital receipts as an alternative source of funding to repay debt. If the forecast level of capital receipts is not achieved, either as a result of worsening conditions in the property market or because of specific issues, then these savings in the revenue budget may not be achieved.
- 4.3 The budgeted capital financing costs are based on assumptions about market interest rates during 2019/20. If rates are greater than forecast then the actual borrowing costs incurred could be greater.
- 4.4 There is a budget of £3.5m for the use of section 278 contributions. This is dependent on the authority receiving these contributions from developers, and the related capital works being progressed on schedule.

Briefing note prepared by: Mary Hasnip (Principal Finance Manager)
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Directorate - Strategic Central Accounts

	2019/20 £m	FTEs
Net managed budget 2018/19	(9.04)	
Adjustments		
Transfers of function	6.05	
Other adjustments	0.00	
Adjusted net managed budget	(2.99)	
Budget Pressures:		
Inflation		
Grant Fallout		
New Homes Bonus	1.32	
Other	0.01	
Debt costs		
Increases in external Debt costs	5.13	
Increases in prudential borrowing recharges to directorates	(2.04)	
Other		
Projected reduction in Section 278 income to revenue	0.40	
Funding for City of Culture	1.50	
Reduction in capitalisation target	0.40	
Reduction in staff activity chargeable to capital	0.54	
Contingency budget	0.76	
Other pressures	0.96	
Total Pressures	8.98	0.00
Savings Proposals:		
Efficiencies		
Use of capital receipts to fund PFI lifecycle costs	(9.08)	
Use of capital receipts flexibility	(0.50)	
Reduction in unfunded pension costs	(0.06)	
Other savings	(0.09)	
Levies and other contributions	(1.01)	
Grant Income		
Brexit grant	(0.10)	
Income - Impact of Business Rates changes		
Contributions relating to new pooling arrangements	(3.74)	
Increases in grants to fund reliefs	(0.51)	
Retained income from renewable energy	(0.02)	
Changes in use of reserves		
General reserve	3.48	
Change in use of earmarked reserves	(2.63)	
Total Savings	(14.26)	0.00
Net Managed Budget 2019/20	(8.27)	0.00

LEEDS CITY COUNCIL 2019/20 BUDGET REPORT

Directorate: City Development

The following relevant information has been extracted from the Directorate's budget report for the 2019/20 financial year in accordance with the remit of the Strategy and Resources Scrutiny Board.

- Income derived from the Arena has exceeded the current base budget in each of the last 3 years and a proposed increase of £150k reflects the average annual return from the investment over the last 3 years.

	2019/20 £m	FTEs
Net managed budget 2018/19	33.72	
Adjustments - Transfers of Function	(1.35)	
Other Adjustments		
Adjusted net managed budget	32.37	0.00
Budget Pressures:		
Inflation		
Pay	1.49	
Price	2.62	
Income	0.00	
Employers Pension	0.12	
Capitalised Pensions	(0.08)	
National Living Wage - commissioned services	0.00	
Demographic and demand pressures		
Programme Management HS2	0.00	5.00
Hostile Vehicle Mitigation Scheme	0.15	5.00
Grant Fallout		
Other		
Shortfall in Fee income	0.60	
Merrion Centre Service Charge	0.17	
Corporate offer to Foster carers	0.10	
NNDR	0.26	
Flood Alleviation Scheme	0.19	
Total Pressures	5.60	10.00
Savings Proposals:		
Efficiencies		
LED Street Lighting conversion	(0.70)	
Asset rationalisation	(0.25)	
Sport Efficiencies	(0.15)	(5.00)
Service Changes		
Apprenticeship levy	(0.05)	
Income - Fees & Charges		
Sport income	(0.22)	
Planning Development	(0.08)	
Commercial property (Easements/covenants)fees	(0.06)	
Income - Traded Services, Partner Income		
Arena Income	(0.15)	

Other		
Mobile refresh	(0.02)	
Highways Capitalisation	(0.40)	8.00
Total Savings	(2.08)	3.00
Net Managed Budget 201819	35.89	13.00

LEEDS CITY COUNCIL

2019/20 BUDGET REPORT

Directorate: Communities & Environment

The following relevant information has been extracted from the Directorate's budget report for the 2019/20 financial year in accordance with the remit of the Strategy and Resources Scrutiny Board.

- Income trends experienced in 2018/19 within the Registrars service are expected to continue in 2019/20 with an estimated reduction in income of £100k being provided. This is largely as a result of the decision at a national level to roll out online forms for the Nationality Checking Service which has impacted on income received by the Council from providing the previous face to face service.
- There is also an anticipated shortfall in Property Search income of £100k, which reflects recent trends in the number of searches undertaken.
- Other variations totalling £83k mainly reflect a £50k net increase in printing and postage costs, with an increase within Registration of Electors partly offset by a reduction within Welfare & Benefits.
- A fee review in respect of charges made within the Registrars service is expected to generate an additional £100k income in 2019/20.
- The cost of holding local elections in 2019/20 is expected to reduce by around £100k as the Parish elections will be held at the same time which will allow some of the costs of holding the elections to be shared.
- Planning obligations, also known as Section 106 agreements (based on that section of the 1990 Town & Country Planning Act) are private agreements made between Local Authorities and developers and can be attached to a planning permission. Subject to satisfying any legal requirements contained in the Section 106 agreement, it is proposed that a further £0.5m of balances held in respect of Greenspace are utilised to support the 2019/20 revenue budget. This creates an obligation in future years as the Council will be required to meet the expenditure commitments that would previously have been funded through the Section 106 balances.

Directorate - Communities & Environment

	2019/20 £m	FTEs
Net managed budget 2018/19	74.88	
Adjustments		
Transfers of function	0.04	
Other adjustments	(0.66)	
Adjusted net managed budget	74.26	
Budget Pressures:		
Inflation		
Pay	2.46	
Price	0.97	
Income	(0.37)	
Employers Pension	0.19	
Demographic and demand pressures		
Additional refuse collection route	0.23	5.40
Increased black bin waste disposal volumes	0.16	
Grant Funding Changes		
Reduction in Housing Benefits/Local Council Tax Support Admin grants	0.21	
Other		
Housing Benefits Overpayment income	0.40	
Managed Approach area	0.21	4.00
CCTV Single Point of Contact	0.09	3.00
Security at Central Library & Community Hubs	0.10	
Support to West Indian Carnival	0.25	2.00
Immigration advice	0.06	
Capital financing costs - net impact of previous capital expenditure	0.04	
Medi Waste - non achievement of saving	0.17	
Registrars income trends	0.10	
Property Search income trends	0.10	
Business Rates	0.24	
Financial Inclusion Team	0.20	
Non re-occurrence of contribution from Wellbeing & Youth Activity Fund reserve	0.35	
Other variations	0.08	
Total Pressures	6.23	14.40
Savings Proposals:		
Efficiencies		
Communities - 10% reduction in Third Sector Infrastructure Fund	(0.03)	
Community Centres - Asset transfer savings and general efficiencies	(0.10)	
Community Safety - efficiency savings	(0.06)	
Community Safety - PCSOs vacancy factor	(0.01)	
Community Safety - CCTV Infrastructure efficiencies	(0.05)	
Staffing efficiencies - Communities, Welfare & Benefits and Libraries	(0.43)	(14.50)
Service Changes		
Review and reduce provision of publications in Libraries	(0.04)	
Income - Fees & Charges		
Increase commuter fee at Woodhouse Lane car park by 50p for a full day	(0.11)	
Increase Sunday/Evening parking charges by 10%	(0.06)	
Parks & Countryside - further commercial income generating opportunities	(0.05)	
Review and standardise Leeds card discounts at Attractions	(0.03)	
Registrars - review of fee structure	(0.10)	
Income - Traded Services, Partner Income		
Passport cost of carpets/flooring awarded via LWSS scheme to Housing Leeds	(0.10)	
Shared cost of local elections in 19/20	(0.10)	
Other Income		
Utilisation of Greenspace S106 balances	(0.50)	
Weighbridge/Recycling income trends	(0.05)	
Charges to capital schemes	(0.11)	
Total Savings	(1.92)	(14.50)
Net Managed Budget 2019/20	78.57	(0.10)

Details of the decisions that will required to be taken to deliver the budgeted assumptions.

Resources and Housing

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
CEL management restructure.	To enable the service and the directorate to remain within a reduced funding envelope.	Slight increase in the risk around management capacity.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£75k	Chief Officer Civic Enterprise Leeds
Human Resources – Proposal for a car loan scheme for ULEV.	To enable the Directorate to promote cleaner transport alternatives in the City.	Proposals are at an early stage and need to be worked up.	To be undertaken as the same time as the decision.	To be undertaken at the same time as the decision.	TBC	£60k	Chief Officer Human Resources

Communities and Environment

Proposal	Options considered and justification for proposal	Risks	Consultation undertaken	Summary of equality Impact assessment	Expected decision date	2019/20 Budget Amount £	Decision Maker
Registrars – review fee structure	To ensure service continues to cover its costs	The increase in fees may impact on demand and the assumed increase in income may not be achieved	No requirement	No implications	November 2018	£0.1m additional income	Chief Officer – Elections & Regulatory
Review and standardise Leeds card discount at Attractions	To remove inconsistencies identified in level of discount	The reduction in discounts may impact on demand and the	To be undertaken as a part of the decision process	To be undertaken as a part of the	March 2019	£0.03m additional income	Chief Officer – Parks and Countryside

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Report author: Tim Rollett and Philip Steel
 Tel: 378 9235 / 378 6952

**Report of the Director of Resources and Housing and Director of City Development
 Report to Scrutiny Board (Strategy and Resources)**

Date: 10th June 2019

Subject: Performance Reporting: Culture and An Efficient, Enterprising and Healthy Organisation

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

1 Summary of main issues

1.1. This report provides a summary of performance information relating to the Best City Priority: Culture and the Best Council Ambition: An Efficient, Enterprising and Healthy Organisation, both of which fall within the scope of the Strategy and Resources Scrutiny Board.

2 Recommendations

2.1. Members are recommended to:

- Consider and comment on the most recent performance information.
- Use the information in deciding on the areas for further scrutiny work to support improvement over the coming year.

1. Purpose of this report

- 1.1. This report is a periodic performance update to Scrutiny Board (Strategy and Resources). It provides a summary of the Best Council Plan Key Performance Indicators (KPIs) relating to Culture and Efficient, Enterprising and Healthy Organisation. The report contains results submitted to the council's Corporate Leadership Team (CLT) during 2019.

2. Background information

- 2.1. Members will note that the Best Council Plan (BCP) sets out the council's key outcomes and priorities. This report provides an overview of the relevant key performance indicators relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance in these areas.
- 2.2. This report includes an Appendix showing a summary of the most recent performance information relevant to the Strategy & Resources Scrutiny Board.

3. Main issues

- 3.1. The portfolio of the Strategy and Resources Scrutiny Board includes 21 KPIs, two of which relate to the Culture priority and nineteen to the Efficient, Enterprising and Healthy Organisation ambition. Results for the KPIs are updated and reported to CLT four times each year.
- 3.2. In Appendix 1, Members will find a summary of the 21 KPIs relevant to this Board showing the most recent results reported to CLT, which includes at least one set of results for each KPI. Members are asked to note that although many KPIs are reported four times a year to CLT, results for others are available less frequently i.e. where the result is an annual one. In some cases, results are reported in arrears, and Members will find that the period to which each result relates is shown alongside individual results.
- 3.3. Portfolio area: Culture
- 3.3.1. Key points relating to the Culture KPIs:

- Visitors to a range of venues and events

This indicator measures the number of people visiting a range of attractions or events within Leeds including: Northern Ballet; Leeds Grand Theatre; City Varieties; Hyde Park Cinema; Leeds Playhouse; First Direct Arena; Opera North; Leeds Town Hall and Museums & Galleries. Results are cumulative for the calendar year and are compared to the same period during the previous year.

During 2018, 2,400,794 visits/tickets sold were recorded, which was 242,526, or 9.2%, fewer than in 2017 when the total was 2,643,320. Despite this downturn in overall numbers, Leeds Museums and Galleries reported a record-breaking 1.7 million visit during 2018¹.

¹ The 1.7 million visits to Museums and Galleries includes visits to Leeds Art Gallery. However, these are not included in the main result of 2.4 million reported for this KPI as two full years of data are not yet available following the major refurbishment of the Gallery.

- Employees in the creative industries² in Leeds

The latest Business Register of Employment Survey (BRES) survey results show a year-on-year fall of 1,000 people employed in the Creative Industries in Leeds between 2016 (9,000) and 2017 (8,000). From 1st January 2016 this result only includes those people who are employed in PAYE based businesses, which may account for the fall in numbers as many workers in this sector belong to the 'gig' economy and may have moved from employed to self-employed during the period, working as-and-when required.

3.4. Portfolio area: Human Resources

3.4.1. Key points relating to the Human Resources KPIs:

- Representative workforce

The demographics of our workforce, along with other equality criteria, are assessed regularly and compared to the baseline of 2011 census data. This demonstrates that our current workforce profile is not yet representative of the city.

There is no simple numerical way to express an overall result for this indicator, but in summary, when compared to the 2011 census and based only on those staff who have disclosed equality information, LCC has:

- A higher percentage of females (61% v 51%)
- A lower percentage of those under 25 (7% v 15%)
- A lower percentage of BAME (16% v 19%)
- A lower percentage of disabled (6% v 16.7%)
- A higher percentage of carers (13% v 10%)

During 2018/19 the key target for activity relating to this indicator was to increase diversity disclosure rates by 30% by 31st March 2019, which would give us more information relating to criteria such as disability, sexuality, or carers.

This target was not met, but disclosure rates increased by approximately 12% and Business Partners and others in HR are continuing to work to improve disclosure rates in underrepresented areas with an aim to see a further 10% increase during 2019/20. It remains optional for staff to disclose this data to the organisation, though we encourage this to make sure we are able to support our staff in the most appropriate ways.

- Apprentices

Under the terms of the Apprenticeship Levy, the target within public sector organisations is for apprentices to constitute 2.3% of the total workforce as stipulated by the Apprenticeship Levy. Across all council services and at all levels, the number of staff engaged in apprenticeships has increased and now stands at 626, which represents 4.22% of our workforce, exceeding the target by almost 2%. Approximately 70% of this number are existing staff undertaking

² 'Creative Industries' is a specific category within the Business Register of Employment Survey (BRES) published by the Office for National Statistics.

leadership and management apprenticeships, and 30% are new staff recruited onto apprenticeships with the council.

- Staff satisfaction

The result for this indicator is taken from the council's Staff Engagement Survey which was last completed in autumn 2017. The response rate for the survey was 49.4% which was 3.1% lower than the previous time the survey was carried out in 2016 (52.5% response rate). This particular indicator is based on answers to the question "If a friend asked you to give a score from 1 to 10 working for Leeds City Council, what it would be?" Of those who responded, the average score was 7.54 out of 10, a slight increase from the 7.51 out of 10 in the previous survey.

Over 90% of staff who responded agreed that they have clear expectations, are trusted to do their jobs, and get help and support from colleagues. 89.5% of staff who responded agreed that they are making a difference to the people of Leeds.

At the time of writing, the 2019 Staff Engagement Survey was underway, with a closing date of the 3rd June. Initial findings from the survey will be sent to relevant lead staff in directorates by the end of June, with the general findings being reported through a dashboard at the end of July.

- Staff sickness

Staff sickness levels fell slightly in the final three months of the municipal year (2018/19) from an average across the entire organisation of 9.82 days per FTE at the end of December 2018 to 9.61 days at the end of March 2019, although they remained 13% above the target of 8.5 days. When staff working in schools are excluded from the calculations, the average level of sickness across other council operations over the same period was 10.78 days, 27% above the target.

To address sickness levels, the council's Health, Safety and Wellbeing Strategy has been extended for a further two years; CLT received reports on wellbeing and absence during autumn 2018; high absence service areas have action plans in place and challenge meetings continue to be held; during 2018/19 over 300 managers attended training on improving attendance; and a new supporting staff at work framework is due to be introduced in 2019. These measures have led to slight reductions in some high absence service areas.

Of the total number of days' sickness across the organisation in the 12 months to the end of March 2019, those attributable to various monitored conditions were:

- Mental Health: 42,933 days
- Musculo-Skeletal Disorder / Back & Neck: 25,750 days
- Heart & Blood Pressure: 5,295 days

- Workplace accidents and incidents

In order to monitor progress in reducing the number of workplace accidents and incidents, this indicator records both the number of 'Specified' injuries (i.e. those that must be reported in accordance with the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013), and the number of other injuries that lead to absences of 7 days or more.

During the final three months of 2018/19, 5 specified injuries and 9 over 7-day injuries were reported, which is a marked increase compared to the 2 specified and 5 other injuries recorded in the 4th quarter of 2017/18. Over 2018/19 as a whole, the number of specified injuries reported fell to 9 from 12 in 2017/18, whilst the number of over 7-day injuries rose to 41 from 34 in 2017/18.

- Health and wellbeing of employees

The results for this indicator are drawn from the staff survey already referred to above, last conducted in autumn 2017. Of the 49.4% of staff who responded, 83% believed that their immediate manager/supervisor looks out for their general health and wellbeing, an increase of 2% since the previous survey in 2016. As previously mentioned, the results of the latest staff survey will start to be available from July 2019.

- Staff appraisals

The council's aim is for all its staff to have an appraisal each year. Year-end appraisals for 2018/19 are ongoing and are due to be completed by 30th June 2019.

In 2017/18, 96% of staff had completed their year-end appraisal by the deadline, which was broadly in line with expectations. Mid-year appraisals for 2018/19 were completed on time for 93.42% of staff.

- Gender pay gap

The results are published one year in arrears, and the results reported here reveal the picture on the "snapshot date" of 31st March 2017. These results are broken down into:

- i. Percentage difference between the mean and median pay of men and women on basic pay, and bonus pay on 31st March 2017:
 - The mean hourly rate was 8.6% lower for women
 - The median hourly rate was 13.1% lower for women
 - The mean bonus pay was 8.2% higher for women
- ii. Percentages of men and women in each of the four quartiles of salary ranges within the organisation on 31st March 2017:
 - 58.0% of the Top Quartile were women
 - 52.5% of the Upper Middle Quartile were women
 - 53.3% of the Lower Middle Quartile were women
 - 78.8% of the Lower Quartile were women

This was the first time these results have been reported, therefore, they cannot be compared to previous results, and the only baseline available is the 8.6% overall gap revealed by these results.

The next set of results will be for the “snapshot date” of 31st March 2018 and should be available internally within the next three months. Our first target for this indicator is to see a drop in the mean hourly pay gap to 8%.

3.5. Portfolio area: Financial Services

3.5.1. Key points relating to the Financial Services KPIs:

- Level of over/underspend this financial year

The 2018/19 council budget did not result in an overspend position.

Detailed information on the council budget position is due to be reported regularly to the Board during 2019/20 via separate Financial Healthcheck reports.

- Council Tax collection rate

This indicator shows the proportion of the total council tax collectable during 2018/19 that has been received so far. At the end of March 2019, 96.10% of collectable council tax had been received, which was 0.01% higher than the 96.09% that had been received by the same point in 2018. These figures reflect the strong and consistent collection of council tax.

- Business Rates collection rate

This indicator shows the percentage of net rates billed for the current financial year that have been collected so far. At the end of March 2019, 97.76% of net billed rates had been collected which is 0.23% lower than by the same point in 2018/19 (97.99%). Small fluctuations between years are inevitable as most payments are due on the 1st of each month which falls on different days of the week causing some payments to be counted slightly ahead of schedule and others slightly after. Overall, performance remains strong and consistent.

3.6. Portfolio area: Digital & Information Service (DIS)

3.6.1. Key points relating the DIS KPI:

- ICT service desk calls

This KPI measures the percentage of calls to the ICT service desk that were fixed at the first point of contact. Our target is that 70% of calls will be resolved in this way.

Performance rose by 1.08% to 85.24% during January to March 2019, compared to 84.16% during the previous quarter, considerably exceeding the target. This improving trend is a result of recruitment and training that has been undertaken during the year.

3.7. Portfolio area: Customer Access

3.7.1. Key points relating to the Customer Access KPIs:

- Customer complaints

1,450 complaints were received between January and March 2019, which was just 36 higher than the same period last year when 1,414 complaints were received. However, the total received during the whole of 2018/19 was 5,812, an increase of over 32% compared to 2017/18 when 4,394 complaints were received. The greatest number of complaints continue to be received for Housing and Waste Management.

Customer Relations are continuing to support services to achieve quicker resolution to complaints, and to review those processes which are generating the highest volume of complaints.

- Customers using self-serve

This KPI summarises data from a range of self-serve telephone-based, on-line and mobile app-based means of accessing council services.

Between April 2018 and March 2019, the proportion of customers using self-serve when contacting the council was 73%, which is 5% higher than the same period in 2017/18. As more services have become available online and we get better at signposting customers to these services, the number of contacts (e.g. calls answered, emails, messages and payments made on customers' behalf) have reduced significantly.

3.8. Portfolio area: Information Management & Governance

3.8.1. Key points relating to Information Management & Governance KPIs:

- Subject Access Requests (SARs)

The General Data Protection Regulation (GDPR) stipulates that SARs must be responded to within one calendar month from receipt of the request, and it is our target that 88% of requests should be responded to within this timescale.

Between April 2018 and March 2019, 91.8% of Subject Access Requests were responded to within statutory timescales, which was 5.4% lower than during the same period in 2017/18 (97.2%). However, following the introduction of GDPR, the number of SARs received over the same period increased by 43% from 590 to 845.

- Freedom of Information / Environmental Information Regulations Requests (FOIs / EIRs)

In accordance with the Freedom of Information Act (2000) and Environmental Information Regulations (2004), the statutory timeframe for responding to these requests is 20 working days from receipt of the request. It is our target that 96% of requests should be responded to within this timescale.

Between April 2018 and March 2019, 93.5% of FOI and EIR requests were responded to within statutory timescales, which was 3.7% lower than during the same period in 2017/18 (97.2%) and fell 2.5% short of the target. However, following the introduction of GDPR, the number of FOI and EIR requests received over the same period increased by 20% from 2,009 to 2,402.

3.9. Portfolio area: Procurement & Commercial Services

3.9.1. Appendix 1 shows the results for the three KPIs relating Procurement & Commercial Services. Key points relating to Procurement & Commercial Services KPIs:

- Orders placed with local suppliers

This indicator measures the proportion of orders raised by the council which have been placed with local suppliers, as a percentage of both the total value of orders and the total number of payments.

Between January and March 2019, 53% of expenditure (£98.59m) or 45% of payments (30,481) was with local suppliers, which was lower than during the same period in 2018 when 56% of expenditure (£110.43m) or 44% of payments (27,753) was with local suppliers.

- Orders placed with small and medium-sized enterprises (SMEs)

This indicator measures the proportion of LCC orders which have been placed with SMEs, as a percentage of both the total value of orders and the total number of payments.

Between January and March 2018, 56% of expenditure (£96.73m) or 58% of payments (33,926) was with SME suppliers. This year during the same period, the percentage of expenditure with SMEs was 2% higher at 58% but the total value had fallen slightly to £96.69m, and the proportion of orders had increased by 4% to 62% (40,025). This is a positive change as we have maintained the proportion of orders placed with SMEs, but we are spending less overall.

- Prompt payment of invoices

A payment is considered to be 'prompt' if it is made within 30 days of the invoice being received in the council or paid within other contractual terms offered by the supplier.

During the period April 2018 to March 2019, 92.98% of invoices were paid promptly, exceeding the target of 92%. This was also an improvement of 5.02% compared to the same period in 2017/18 when 87.96% of invoices were paid promptly, falling short of the target.

4. **Corporate Considerations**

4.1. **Consultation and Engagement**

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. It is noted that performance information such as the BCP key performance indicator results is available to the public.

4.2. **Equality and Diversity / Cohesion and Integration**

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

4.3. Council Policies and City Priorities

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

4.4. Resources and value for money

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

4.5. Legal Implications, Access to Information and Call In

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

4.6. Risk Management

- 4.6.1. There is a comprehensive risk management process in the council to monitor and manage key risks. This links closely with performance management.
- 4.6.2. The council's Corporate Risk Register includes four risks directly linked to one or more of the KPIs summarised in this report:
- In-year budget
 - Medium-term budget
 - Health & Safety
 - Information Management and Governance

5. Conclusions

- 5.1. This report provides a summary of performance against the strategic priorities for the council and city related to the Strategy and Resources Scrutiny Board

6. Recommendations

- 6.1. Members are recommended to note the performance information in this report and Appendix 1 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.
- 6.2. Background documents³

³ 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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Appendix 1: Best Council Plan Scorecard - Culture and Efficient, Enterprising & Healthy Organisation KPIs

Best Council Plan (BCP) Ambition & Priority	Portfolio Service Area	July 2018	October 2018	February 2019	May 2019
Best City KPIs - Strong Economy & Compassionate City					
📍 Culture					
Number of visitors to a range of venues and events	Culture & Sport	2,599,387 tickets/visitors 2017/18 9.2% increase	1,116,356 tickets/visitors Jan-Jun 2018 6.2% reduction	1,691,257 tickets/visitors Jan-Sep 2018 5.2% reduction	2,400,794 tickets/visitors Jan-Dec 2018 9.2% reduction
Number of employees in the creative industries in Leeds	Culture & Sport	9,000 2016	8,000 2017	Reported annually	Reported annually
Best Council KPIs					
🏛️ Efficient, Enterprising & Healthy Organisation					
Workforce more representative of our communities	Human Resources	Current workforce profile not representative of the city (2011 census data)	Current workforce profile not representative of the city (2011 census data)	Current workforce profile not representative of the city (2011 census data)	Current workforce profile not representative of the city (2011 census data)
Number / percentage of apprentices employed by the council	Human Resources	297 apprentices (1.93%) End of Jun 2018	314 apprentices (2.15%) End of Sep 2018	636 apprentices (4.32%) As at 2 Jan 2019	626 apprentices (4.22%) As at 26 Apr 2019
Score out of ten given by staff working for Leeds City Council	Human Resources	7.54 / 10 2017 survey (49.4% response rate)	Reported annually	Reported annually	Due July 2019
Average staff sickness levels	Human Resources	9.75 days (10.79 days excl schools) 12 months to end of May 2018	9.82 days (10.95 days excl schools) 12 months to end of Aug 2018	9.82 days (10.95 days excl schools) 12 months to end of Dec 2018	9.61 days (10.78 days excl schools) 12 months to end of Mar 2019
Reduction in workplace accident and incident reports (with a specific reduction in absence related to violence & aggression and manual handling)	Human Resources	1 Specified (Major) injuries 15 Over 7-days injuries Apr-Jun 2018 (updated)	2 Specified (Major) Injuries 12 Over 7-days injuries Jul-Sep 2018 (updated)	1 Specified (Major) Injuries 5 Over 7-days injuries Oct-Dec 2018 (provisional)	5 Specified (Major) Injuries 9 over 7-days injuries Jan-Mar 2019
Number of employees who believe that their immediate manager/supervisor looks out for their general health and wellbeing	Human Resources	81% 2015/16 survey	83% of staff 2017/18 survey	Results not due this quarter	Due July 2019
Percentage of staff appraisals and mid-year reviews completed	Human Resources	96% of staff had a year-end appraisal 2017/18 (Provisional)	Results not due this quarter	93.42% of staff completed their mid-year review on time (2018/19)	Due July / August 2019
Gender pay gap across council staff	Human Resources	8.6% gap (mean hourly rate) 2016/17	Results not due this quarter	Results not due this quarter	Reported internally in the next 3 months
Level of over/underspend for this financial year	Financial Services	No overspend projected Period 9 2017/18	£4.140m overspend projected 2018/19 Period 3	£2.827m overspend projected 2018/19 Period 5	Balanced budget projected 2018/19
Collection rates: council tax	Financial Services	28.23% End of Jun 2018	54.63% End of Sep 2018	81.21% End of Dec 2018	96.10% End of Mar 2019
Collection rates: business rates	Financial Services	31.78% End of Jun 2018	57.26% End of Sep 2018	81.90% End of Dec 2018	97.76% End of Mar 2019
Percentage of ICT service desk calls fixed at the first point of contact	Digital & Information Service	80.89% Q1 Apr-Jul 2018	78.64% Q2 Jul-Sep 2018	84.16% Q3 Oct-Dec 2018	85.24% Q4 Jan-Mar 2019
Level of customer complaints	Customer Access	1663 Received Apr-Jun 2018	1386 Received Jul-Sep 2018 (3049 Apr-Sep 2018)	1313 Received Oct-Dec 2018 (4362 Apr-Dec 2018)	1450 Received Jan-Mar 2019 (5812 Apr-Mar 2019)
Proportion of customers using self-serve when getting in touch with the council	Customer Access	71.00% Apr-Jun 2018 (60.00% Apr-Jun 2017)	73.00% Apr-Sep 2018 (60.00% Apr-Sep 2018)	73.00% Apr-Dec 2018 (68.00% Apr-Dec 2017)	73.00% Apr 2018 - Mar 2019 (68% Apr-Mar 2017/18)
Percentage of subject access requests received responded to within statutory timescales	Information Management & Governance	92.4% Apr-Jun 2018	93.2% (247 requests) Apr-Aug 2018	94.2% (371 requests) Apr-Oct 2018	91.8% (845 requests) Apr 2018 - Mar 2019
Percentage of FOI and EIR requests received responded to within statutory timescales	Information Management & Governance	94.6% Apr-Jun 2018	94.7% (1010 requests) Apr-Sep 2018	94% (1325 requests) Apr-Oct 2018	93.5% (2402 requests) Apr 2018 - Mar 2019
Percentage of orders placed with local suppliers	Procurement & Commercial Services	54% of expenditure (£115.98m) 44% of payments (26,829) Apr-Jun 2018	51% of expenditure (£98.85m) 42% of payments (26,735) Jul-Sep 2018	50% of expenditure (£106.18m) 44% of payments (30,075) Oct-Dec 2018	53% of expenditure (£98.59m) 45% of payments (30,481) Jan-Mar 2019
Percentage of orders placed with small and medium-sized enterprises	Procurement & Commercial Services	58% of expenditure (£109.51m) 56% of payments (32,458) Apr-Jun 2018	52% of expenditure (£87.19m) 54% of payments (32,229) Jul-Sep 2018	56% of expenditure (£84.16m) 59% of payments (38,584) Oct-Dec 2018	58% of expenditure (£96.69m) 62% of payments (40,025) Jan-Mar 2019
Prompt payment of invoices against target	Procurement & Commercial Services	92.94% Apr-Jun 2018	93.15% Apr-Aug 2018	94.40% Apr-Dec 2018	92.98% Apr 2018-Mar 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: 10th June 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 forthcoming municipal year.

2 Main issues

2.1 A draft work schedule is attached for consideration. Already included within the draft work schedule are the traditional items of Scrutiny work. These involve recommendation tracking of work previously undertaken by the Strategy and Resources Scrutiny Board; performance monitoring reports and any Budget and Policy Framework Plans.

2.2 Members are also requested to reflect on all the information presented during today’s meeting and the discussion with those present at the meeting to draw up a list of potential areas for Scrutiny for the forthcoming municipal year.

3. Recommendations

3.1 Members are requested to;

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

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

4. Background papers¹

4.1 None used

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



Scrutiny Board (Strategy & Resources) Work Schedule for 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)	Financial Performance – 2018/19 Outturn (PM) Treasury Management – 2018/19 Outturn (PM) Scrutiny Inquiry ‘Embracing Digital Technology Solutions’ – formal response (RT) Scrutiny review on the management and financial implications of council owned void properties – formal response (RT)	
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

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) Scrutiny review of resilience and emergency planning – formal response (RT)		
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

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