



Leeds  
CITY COUNCIL

# scrutiny

## Annual Report 2017/18



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# Introduction

This annual report provides a general summary of the work undertaken by the scrutiny function in Leeds during the 2017/18 municipal year as well as setting out the key highlights and achievements of the council's six individual Scrutiny Boards.

The Best Council Plan is the council's strategic plan, setting out the authority's ambitions and priorities for both the city (working in partnership) and the organisation. The 2017/18 Best Council Plan was approved by Council in February 2017 ([Link to 2017/18 Best Council Plan](#)).

As in previous years, the council's Scrutiny Boards have continued to target the resources available to them on priority areas aimed at driving forward the council's ambitions and making a real difference to the people of Leeds.

As well as having a key role in influencing the content of the Best Council Plan, Scrutiny plays a fundamental part in ensuring that the Council and relevant partners are working efficiently and effectively towards meeting all of the Best Council Plan outcomes.

This annual report therefore illustrates how the work of Scrutiny has particularly contributed towards achieving the key outcomes set out within the Council's Best Council Plan for 2017/18.

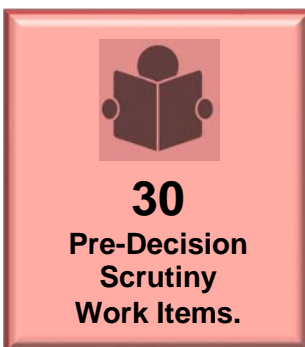
It also captures how Scrutiny has responded to a number of high profile national issues too in terms of their impact on the city. These have included Leeds' response to the tragic events of Grenfell; local implications following the collapse of the construction company Carillion; and the consequential impact of the European Commission deciding that, as a result of Brexit negotiations, the UK would no longer be eligible to participate in the European Capital of Culture competition with immediate effect.

The Scrutiny team in Leeds has also provided advice and support to other local authorities on the Leeds' approach to Scrutiny and actively engage with the work of the Centre for Public Scrutiny to develop best Scrutiny practice.



# Summary of work 2017/18

This section summarises the sources and type of work undertaken by the Scrutiny Boards during the municipal year<sup>1</sup>.



## Collaborative working across the Scrutiny Boards.

All Scrutiny Boards are consulted annually on the Council's initial budget proposals and any proposed changes to the Best Council Plan prior to formal approval. Observations and recommendations are reported back to the Council's Executive Board as one composite scrutiny report.

Scrutiny Boards have also continued to work collaboratively this year on a number of cross-cutting issues – this maximises resource and avoids duplication of work. Examples of how this approach has worked are listed below, with further details provided as part of the highlights and achievement section of this report.

- Locality Working Approach
- Information, Advice and Guidance Provision in Leeds
- Sustainable Development
- Leeds' response to Grenfell

## Regional Scrutiny.

The Council has continued to take a lead role to support and deliver regional joint health scrutiny arrangements – improving collaboration between and across local authority health scrutiny functions on a whole Yorkshire and Humber basis and across West Yorkshire and Harrogate. On a Yorkshire and the Humber basis, the Joint Committee continued to have oversight of the implementation plans for the region, following the review of congenital heart disease services for adults and children. For West Yorkshire and Harrogate a joint committee maintained oversight arrangements of the developing West Yorkshire and Harrogate Health and Care Partnership across a range of programme areas.

<sup>1</sup> This does not include the work of the Tenant Scrutiny Board as the responsibility for this function does not fall within Democratic Services.

# Highlights and Achievements



| Topic Area                                | Added Value/Impact  | Associated BCP Outcome(s)  |
|---|---|--|
| Health and Social Care Needs of Prisoners | <ul style="list-style-type: none"> <li>➤ Examining how the health and care needs of prisoners in HMP Leeds and HMP Wealstun were assessed and delivered. Providing assurance that through the Adults and Health Directorate the Council was meeting its obligations under the Care Act 2014; and identified a number of recommendations for improvement that could also impact on other local authority areas where prisons are located.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Reducing health inequalities and improving the health of the poorest the fastest.</li> </ul>  |
| Quality of Care Services in Leeds         | <ul style="list-style-type: none"> <li>➤ Continued oversight of care quality across the City, with a particular emphasis on residential care homes, nursing care homes and home care services; alongside progress of the One City Care Home Quality and Sustainability Project; development of the Shared Lives Service and the partnership work to minimise delays in the transfer of care.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Leeds being the best city to grow old</li> <li>➤ Making better use of resources and reinforcing the concept of ensuring 'Value for Money.'</li> </ul>                         |
| Leeds Health and Care Plan                | <ul style="list-style-type: none"> <li>➤ Maintained oversight of the development of the Leeds Health and Care Plan – Leeds' placed based plan as part of the West Yorkshire and Harrogate Health and Care Partnership; and the delivery plan for Leeds Health and Wellbeing Strategy.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Tackling poverty and reducing inequalities.</li> </ul>  |
| Development of GP Services in Leeds       | <ul style="list-style-type: none"> <li>➤ Continued to oversee current delivery of GP services in Leeds, alongside proposals for the future. This included responding to a request for scrutiny over the closure of the Radshan Medical Practice, where the Board identified areas for improvement for Leeds Clinical Commissioning Group in terms of early engagement with all key stakeholders.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Ensuring people with care needs are given the right care at the right time.</li> <li>➤ Bringing communities together to support those with care and support needs.</li> </ul> |
| NHS Service Changes and Consultations     | <ul style="list-style-type: none"> <li>➤ Maintained oversight of proposed local NHS service changes, including some specific proposals around:                             <ul style="list-style-type: none"> <li>• Prescribing changes</li> <li>• Maternity Services</li> <li>• Community Dental Services</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>➤ Responding to proposed changes led by NHS partners.</li> <li>➤ Bringing communities together to support those with care and support needs.</li> </ul>                         |
| NHS Performance and Quality               | <ul style="list-style-type: none"> <li>➤ Continued to maintain oversight and challenge the performance and quality of services commissioned by NHS Leeds Clinical Commissioning Group (CCG) and delivered by Leeds Teaching Hospitals NHS Trust (LTHT), Leeds Community Healthcare NHS Trust (LCH) and Leeds and York Partnership NHS Foundation Trust (LYPFT).</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Improving health and wellbeing in Leeds.</li> <li>➤ Making better use of resources and providing integrated care around people and communities needs.</li> </ul>              |

## Highlights and Achievements



| Topic Area  | Added Value/Impact  | Associated BCP Outcome(s)   |
|---|---|---|
| <p>SEND Young People- what is it like growing up in Leeds? – Progress Review following Scrutiny Inquiry and Ofsted Visit<br/><a href="#">(Link to Scrutiny Report)</a></p> <p>Scrutiny Inquiry – Impact of Child Poverty on Achievement, Attainment and Attendance.<br/><a href="#">(Link to Scrutiny Report)</a></p> <p>Post 16 SEND School Transport Provision<br/><a href="#">(Link to Scrutiny Statement)</a></p> | <ul style="list-style-type: none"> <li>➤ Continued focus on progress made against recommendations which aim to improve the voice of the Child and their families; provide clarity regarding pathways for learning and achievement from year 9 onwards; review support available in preparing young people for adulthood, including transition support, and ensure that progress is being made in response to the findings of Ofsted following inspection.</li> <li>➤ In depth inquiry which focused on generating a better understanding the range and effectiveness of services provided to mitigate the impact of Child Poverty and aimed to improve living conditions for children in order to support their education and wellbeing.</li> <li>➤ Pre-decision Scrutiny to ensure that policy development supported the transport needs of Young People with SEND, in a financially sustainable matter, whilst meeting requirements under the Equality Act 2010. The Board supported and challenged the proposals relating to post 16 SEND transport assistance and the associated School Transport Policy with specific focus on assurance relating to Equality, Legal and Consultation advice, and the process of consultation undertaken.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> </ul> |
| <p>Youth Activity Funding</p>   | <ul style="list-style-type: none"> <li>➤ Continued review regarding the investment of funding in activities for young people across Leeds and the dissemination of best practice across all community committee areas, with focus on the engagement of children and young people in the decision making processes.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Enjoy happy, healthy active lives.</li> <li>➤ Enjoy greater access to green spaces, leisure and the arts.</li> </ul>   |
| <p>Support for children and young people with dyslexia and dyspraxia</p>  | <ul style="list-style-type: none"> <li>➤ The Board sought to identify what is being done to improve the identification of children with Dyslexia or Dyspraxia at an early stage and ensure early intervention to support their learning.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> </ul>   |
| <p>Learning for Leeds – sufficiency of school places and early years provision</p>  | <ul style="list-style-type: none"> <li>➤ Reassurance was sought that statutory requirements are being met and that there is sufficient school places across the City to meet demand in 2018/19, with plans in place to ensure demand in future years will be met. It was recommended that further scrutiny work be undertaken in 2018/19 which would focus on areas with significant and growing pressures for school places.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> </ul>   |

# Highlights and Achievements



| Topic Area   | Added Value/Impact   | Associated BCP Outcome(s)   |
|--|--|---|
| <p>Leeds' Response to Grenfell.<br/> <a href="#">(Link to Scrutiny Report)</a></p>   | <ul style="list-style-type: none"> <li>➤ In response to a referral made by the Executive Board, an inquiry was undertaken to review the Council's response to the tragic events of Grenfell in relation to its own high rise blocks and to consider how such events had also informed short and medium term actions locally. After engaging with key stakeholders and tenant representatives, the Board set out its findings within its report published in December 2017.</li> </ul>                                    | <ul style="list-style-type: none"> <li>➤ Be safe and feel safe.</li> <li>➤ Live in good quality, affordable homes within clean and well cared for places.</li> </ul>              |
| <p>Cemetery and Crematoria Horticultural Maintenance<br/> <a href="#">(Link to Scrutiny Report)</a></p>                                  | <ul style="list-style-type: none"> <li>➤ The Board's review of cemetery and crematoria horticultural maintenance particularly focused on the rules and regulations associated with the enforcement of grave conditions. Within its report, the Board reflected on where more robust measures are required and the merits of strengthening existing links with other key stakeholders.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Enjoy greater access to green spaces, leisure and the arts.</li> </ul>   |
| <p>Development and implementation of the locality working approach.<br/> <a href="#">(Link to Executive Board report - Nov 2017)</a></p> | <ul style="list-style-type: none"> <li>➤ Invitations were extended to all Scrutiny and Community Committee Chairs to assist the Board when reviewing the council's proposed strategic framework underpinning a more place-based integrated approach to service delivery, particularly in terms of deploying council resources more flexibly according to need and deprivation. When seeking formal endorsement, a report to the Executive Board in November 2017 reflected the views and support of Scrutiny.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Live in good quality, affordable homes within clean and well cared for places.</li> </ul>  |
| <p>Development and roll out of Community Hubs.<br/> <a href="#">(Link to Executive Board report - Feb 2018)</a></p>                      | <ul style="list-style-type: none"> <li>➤ As well as tracking the recommendations arising from an earlier in-depth Scrutiny inquiry undertaken in 2016/17, the Board monitored the implementation of the Community Hubs programme. Linked to this, the views of Scrutiny helped inform the Phase 3 Business Case prior to formal endorsement by Executive Board in February 2018.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Live in good quality, affordable homes within clean and well cared for places.</li> <li>➤ Enjoy happy, healthy, active lives.</li> </ul> |
| <p>Informing the development of a Selective Licensing approach.<br/> <a href="#">(Link to Executive Board report - Feb 2018)</a></p>     | <ul style="list-style-type: none"> <li>➤ In view of the longstanding interest of Scrutiny in raising standards within the private rented sector, the views of the Board were sought regarding the development of a selective licensing approach prior to seeking formal endorsement by the Executive Board in February 2018.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Live in good quality, affordable homes within clean and well cared for places.</li> </ul>  |
| <p>Air quality solution for Leeds</p>  | <ul style="list-style-type: none"> <li>➤ Following the Scrutiny inquiry in 2016/17, further engagement was undertaken with the Board to help inform the formal public consultation process surrounding an air quality solution for Leeds.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Enjoy happy, healthy, active lives.</li> </ul>   |

# Highlights and Achievements



| Topic Area   | Added Value/Impact  | Associated BCP Outcome(s)  |
|--|---|--|
| <p>Enabling Active Lifestyles<br/><a href="#">(Link to Scrutiny Statement)</a></p>                                   | <ul style="list-style-type: none"> <li>➤ The Board focused on how the Council, in conjunction with other partners, is tackling physical inactivity in Leeds and enabling more people to lead active and healthier lifestyles. Within its concluding Statement, the Board fully endorses the aspirations of a newly proposed city-wide Physical Activity and Sport Strategy whilst also emphasising the need to make 'being an active city' a city-wide obsession.</li> </ul>                            | <ul style="list-style-type: none"> <li>➤ Enjoy happy, healthy, active lives.</li> </ul>  |
| <p>Information, Advice and Guidance Provision in Leeds<br/><a href="#">(Link to Scrutiny Report)</a></p>             | <ul style="list-style-type: none"> <li>➤ The Board worked collaboratively with the Children and Families Scrutiny Board to engage with key stakeholders in identifying existing challenges and gaps associated with local IAG provision and to explore opportunities to enable a positive and coherent way forward. Linked to this, the Board also informed the development of a new Young Person's IAG Charter for Leeds. A report, published in March 2018, sets out the Board's findings.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> </ul>              |
| <p>Leeds Culture Strategy<br/><a href="#">(Link to Scrutiny Statement)</a></p>                                       | <ul style="list-style-type: none"> <li>➤ Throughout the year, the Board considered and monitored progress with the city's European Capital of Culture 2023 Bid as well as the development of a delivery plan linked to the city's new Culture Strategy 2017-2030, which was formally adopted in July 2017. It published a Statement in March 2018 setting out its key observations and conclusions.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Enjoy greater access to green spaces, leisure and the arts.</li> </ul>                            |
| <p>Leeds Inclusive Growth Strategy 2017-2023<br/><a href="#">(Link to draft Leeds Inclusive Growth Strategy)</a></p> | <ul style="list-style-type: none"> <li>➤ The new Leeds Inclusive Growth Strategy covers the period 2017 – 2023 and provides a framework for how best to deliver growth that is inclusive and benefits all citizens and communities. The Board therefore took the opportunity in September 2017 to engage with a wide range of key stakeholders in consideration of the draft Plan as part of the formal consultation process.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Earn enough to support themselves and their families.</li> </ul>                                  |
| <p>Leeds Talent and Skills Plan 2017-2023<br/><a href="#">(Link to draft Leeds Talent and Skills Plan)</a></p>       | <ul style="list-style-type: none"> <li>➤ The Board themed its November 2017 meeting to consider the changing labour market and the consequential skills issues across the different sectors within the city. Linked to this, it also considered the Council's city leadership and enabling role and how this was also being reflected in the new draft Leeds Talent and Skills Plan 2017-2023.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> </ul>              |
| <p>Devolution</p>  | <ul style="list-style-type: none"> <li>➤ During the year, the Board met with the Leader of Council and the Chief Executive to consider the approach and progress made by the Council towards devolution for Leeds.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Enjoy happy, healthy, active lives.</li> <li>➤ Move around a well-planned city easily.</li> </ul> |



# Highlights and Achievements



| Topic Area  | Added Value/Impact  | Associated BCP Outcome(s)  |
|---|---|--|
| Transport, including Advancing Bus Service Provision<br><a href="#">(Link to Scrutiny Report)</a><br>and Transport Strategy and Improvement | <ul style="list-style-type: none"> <li>➤ Bus services - comprehensive review of progress made by WYCA, Leeds City Council and Bus Service Providers on the recommendations detailed in the Inquiry Report, the aspirations detailed in the West Yorkshire Bus Strategy and the Bus 18 initiative.</li> <li>➤ Ongoing review of the Leeds Transport Strategy including progress on the Leeds Public Transport Investment Programme.</li> <li>➤ The review of traffic congestion and future planned investment to identify how traffic flow will be improved for travelling into Leeds.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Move around a well-planned city easily.</li> </ul>  |
| Digital Inclusion<br><a href="#">(Link to Scrutiny Report)</a>  | <ul style="list-style-type: none"> <li>➤ The monitoring of recommendations relating to the improvement of broadband infrastructures, and digital literacy through education, learning and the provision of equipment. Focus by the Scrutiny Board has given Digital Inclusion greater prominence in the Councils corporate priorities.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Do well at all levels of learning and have the skills they need for life.</li> <li>➤ Strengthening 'Smart City' infrastructure and increasing digital inclusion.</li> </ul>                                     |
| Scrutiny Inquiry into Sustainable Development<br><a href="#">(Link to Scrutiny Report)</a>  | <ul style="list-style-type: none"> <li>➤ Assessed the limitations placed on sustainable development by Government planning legislation/ guidance, the limited resources during austerity and the extent to which the Council and partners are delivering and promoting the need for good quality sustainable infrastructure.</li> <li>➤ A number of recommendations were made including that sustainable development is reflected in the development and growth strategies and plans of Leeds City Council and that collaboration between organisations and services need to be strengthened to meet longer term economic, social and environmental requirements in communities.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Live in good quality, affordable homes in clean and well cared for places.</li> <li>➤ Move around a well-planned city easily.</li> <li>➤ Enjoy greater access to green spaces, leisure and the arts.</li> </ul> |
| Road Safety and KSI data  | <ul style="list-style-type: none"> <li>➤ Engagement with West Yorkshire Police regarding road safety enforcement and the range of proposals for road safety improvements for 2017 and beyond in accordance with the new strategy for bespoke road policing.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Be safe and feel safe.</li> <li>➤ Move around a well-planned city easily.</li> </ul>  |
| Housing Mix   | <ul style="list-style-type: none"> <li>➤ The monitoring of recommendations that ensure the timely delivery of the right property type and tenure within criteria of affordability as defined in the Core Strategy. The Board considered the Governments proposed review of the NPPF and recommended further scrutiny work during 2018/19.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Live in good quality, affordable homes in clean and well cared for places.</li> </ul>   |
| Building Regulation and Infrastructure Construction   | <ul style="list-style-type: none"> <li>➤ Part of the cross Scrutiny work which focused on Carillion and the Grenfell tragedy.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Ensuring Leeds is a safe city with resilient communities.</li> </ul>  |

# Highlights and Achievements



| Topic Area                                 | Added Value/Impact  | Associated BCP Outcome(s)  |
|--|---|--|
| Business Rates                             | <ul style="list-style-type: none"> <li>➤ Increased oversight of the calculation and collection of Business Rates, including the role of the Council (as the collection authority), the Valuation Office Agency (as the agency for setting property valuations) and the Valuation Tribunal Service (the independent body for reviewing appeals). With a particular focus on the level of outstanding appeals, the level of risk to the Council and changes to the appeals process, which had reduced the number of speculative appeals.</li> </ul> | <ul style="list-style-type: none"> <li>➤ Responding to changes in the levels and sources of funding with a focus on greater partnership working and devolution.</li> </ul> |
| Apprentice Levy                            | <ul style="list-style-type: none"> <li>➤ Providing oversight of the Council's bid to the Education and Skills Funding Agency to become an Employer Provider.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ More secure, well paid jobs for Leeds and better access to them.</li> </ul>   |
| The Council's Financial Performance        | <ul style="list-style-type: none"> <li>➤ Continuing to maintain regular oversight of the Council's overall financial performance in terms of in-year revenue spending, the Capital programme and the overall approach to Treasury Management.</li> </ul>  | <ul style="list-style-type: none"> <li>➤ Making better use of resources and ensuring Leeds is an efficient Council.</li> </ul>   |
| Risk Management                            | <ul style="list-style-type: none"> <li>➤ Providing oversight of the Council's approach to risk management and the annual review of the corporate risks. This also included a review of the Council's initial response following incidents with significant national implications, including the Grenfell Tower fire and the collapse of the facilities management and construction company, Carillion.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Ensuring Leeds is a safe city with resilient communities.</li> </ul>  |
| Service Performance                        | <ul style="list-style-type: none"> <li>➤ Regularly reviewing performance across a range of service areas, including:                             <ul style="list-style-type: none"> <li>• Procurement</li> <li>• Human Resources</li> <li>• Digital Information Services</li> <li>• Civic Enterprise Leeds</li> <li>• Elections, Registrars and Licensing</li> </ul> </li> </ul>  | <ul style="list-style-type: none"> <li>➤ Helping to ensure the Council is an efficient and enterprising organisation.</li> </ul>   |
| External Placements in Children's Services | <ul style="list-style-type: none"> <li>➤ Reviewing the progress made by Children's Services in addressing weakness identified by the Council's Internal Audit Service around the quality assurance when following internal processes and procedures in relation to the external placement of children.</li> </ul>   | <ul style="list-style-type: none"> <li>➤ Making better use of resources and reinforcing the concept of ensuring 'Value for Money.'</li> </ul>                              |

# Moving forward into 2018/19

The local election in May 2018 brought significant change, with 27 newly Elected Members joining the Council. As the majority of these will form part of the Scrutiny Member cohort, these Members will be offered additional guidance and support during 2018/19 to assist them in undertaking their scrutiny role effectively.

At the Annual Council meeting changes were also made to the Scrutiny Board remits for the 2018/19 municipal year, with details of these new Scrutiny Boards set out below.



## **Adults, Health and Active Lifestyles**

*Focusing on services for adults and public health services to monitor progress towards improving health, lifestyles and quality of care across the city; and providing oversight of service integration and partnership working within and between health bodies. The Board will also oversee the active lifestyle related functions and activity across the city.*



## **Children and Families**

*Focusing on services affecting the lives of children and families across the city to monitor progress towards becoming a child friendly city and putting children first.*



## **Environment, Housing and Communities**

*Focusing on services affecting the lives of citizens living and working in the council's neighbourhoods to monitor progress as a citizen focused city, prioritising environmental sustainability.*



## **Infrastructure, Investment and Inclusive Growth**

*Focusing on development and infrastructure functions and services to monitor progress in relation to transport and planning, regeneration and housing growth. The Board will also oversee economic growth functions and services to monitor progress towards being a strong and compassionate city, promoting opportunities for access to learning, skills and employment for all.*



## **Strategy & Resources**

*Focusing on the council's central strategic and regulatory functions, including financial services, human resources, digital and information services, elections, registrars, licensing, local land charges and council tax processing. The Board will also oversee cultural related activities to deliver the city's cultural ambitions.*

## **West Yorkshire Joint Health Overview and Scrutiny**

During the 2018/19 municipal year there will also be a review of the role and function of the Joint Committee. The purpose of the review will be to help ensure the Joint Committee remains fit for purpose; reflecting the geography of the West Yorkshire and Harrogate Health and Care Partnership and ensuring the Joint Committee forms an important and integral part of the governance arrangements for the developing West Yorkshire and Harrogate integrated care system.