

SCRUTINY BOARD (STRATEGY AND RESOURCES)

MONDAY, 28TH MARCH, 2022

PRESENT: Councillor P Carlill in the Chair

Councillors S Burke, D Chapman, S Firth,
S Hamilton, J Lennox and J McKenna

65 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

66 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

67 Late Items

There were no late items.

68 Declaration of Disclosable Pecuniary Interests

No declarations of interests were made at the meeting.

69 Apologies for Absence and Notification of Substitutes

Apologies were received from Cllr A Scopes, Cllr B Flynn, Cllr J Heselwood (with Cllr J Lennox substituting) and Cllr S Seary.

70 Minutes - 14 February 2022

RESOLVED – That the minutes of the meeting held on 14th February 2022, be approved as a correct record.

The Principal Scrutiny Adviser gave the following updates:

Minute 59 – Board members were informed that staff sickness information discussed in January and February has now been circulated.

Minute 59 – An update was provided on the staff inclusion item considered in January and specifically in reference to the grievance policy/zero tolerance issue that was discussed. The PSA advised that discussion is ongoing with colleagues in legal and HR.

Minute 60 – An update was provided to members on the letter to CLT on the Contact Centre, it was confirmed that this was issued on 25 March.

Minute 60 – The PSA noted the intention to return to the contact centre item in 2022/23, subject to agreement from the successor board.

It was also noted that this meeting was the final meeting that Rob Clayton would be supporting as Principal Scrutiny Adviser due to the end of secondment arrangements, with thanks given from the board.

71 **Leeds 2023 Update**

This item provided an update report from the Chief Officer, Culture and Economy setting out the role culture can play in recovery from the Covid-19 pandemic and highlighting the significant milestones and linked opportunities for Leeds that will arise from the Year of Culture in 2023. This follows an item considered by the Board in October 2021.

In attendance at the meeting were:

- Cllr Jonathon Pryor – Deputy Leader of Council and Executive Member for Economy, Culture and Education
- Eve Roodhouse Chief Officer Economy & Culture
- Abigail Scott Paul Director of External Relations Leeds 2023
- Kully Thiarai Creative Director and CEO Leeds 2023 (*remote attendance*)

The Chief Officer Economy & Culture introduced the report informing Board Members of the following points:

- The report aimed to respond to issues raised by Board members in October 2021.
- The report sets out key principles associated with Leeds 2023 and in particular those associated with enhanced community engagement, accessibility to all residents and geographical reach which were features of member feedback when the item was last considered by Strategy & Resources Scrutiny Board.
- In addition, the report provides a focus on city readiness structures which have been established since October 2021. This is a significant governance development and provides the structure through which Leeds 2023 will be delivered as 2023 nears. The key elements of the 'readiness structure' are as follows; The City Readiness Board itself (Chaired by Director of City Development, Martin Farrinton), the Visitor Welcome and Strategic Marketing Sub- Group (chaired by Belinda Eldridge, Head of Service Destination Marketing and International Relations), the Planning & Feasibility Sub-Group (chaired by Phil Evans, Chief Officer Operations and Active Leeds) and the Young People, Education & Skills Sub- Group (Chaired by Martyn Long, Head of Service Employment and Skills).
- The report also highlights how Leeds 2023 will be evaluated with The Audience Agency and research partner Centre for Cultural Value at the University of Leeds appointed as evaluators for Leeds 2023.
- In addition, the latest funding and sponsorship position is provided highlighting that £3.2m of match funding has been secured to date.
- Kully Thiarai also provided an update on recent and planned activity focussing on volunteers, skills development and volunteering legacy following Leeds 2023.

- Kully provided details on national and international developments including an event with the British Library to showcase activity in Leeds to over 130 stakeholders in London with the aim of developing fundraising opportunities and to develop creative partnerships.
- Kully also highlighted challenges linked to Covid-19 and its impact on retention, recruitment and availability of staff and impacts on community events in terms of availability of key individuals. Despite this the aspiration remains to deliver a transformative and ambition year of Culture in Leeds in 2023.

Responding to questions from Members, the Board were provided with the following information:

- Linked to a query about the 33 Community Hosts, members were informed that recruitment to these roles will be on the Leeds 2023 website and through the YEP as well as through outreach to communities and through the regular updates to members that are provided by regular update emails. In addition, members were informed that community committees and visits to local communities will take place via roadshows that are planned in May and June. Members were keen to ensure that information is shared on these opportunities as widely as possible and that communities are kept informed of plans and activities for Leeds 2023.
- Queries were made about how funding will be granted to local groups and application processes. Members were informed that local organisations will be supported in making what can be difficult funding applications either through the Council and existing support arrangements or through Leeds 2023 directly. A toolkit is planned to support grant applications from community groups. The Council does have existing support networks linked to the Arts@Leeds and Leeds Inspired grants, these will be aligned to support Leeds 2023 and a suggestion was made that this could be brought back to Scrutiny to provide more detail later in the year. The Chair was keen for this to be brought back to the successor board at an appropriate time in 2022/23. The Board wanted to ensure that Groups are supported, and complicated application processes can be navigated by groups or individuals with limited experience of completing grant applications. A suggestion was made to establish workshops to support this process that would also provide enhanced skills in the long term for those that participate.
- Responding to queries about well being and evaluation, members were informed that more detail will be provided on this when the issue returns to the Board. The Centre for Cultural Value at the University of Leeds are currently involved in developing ways to demonstrate the value that culture brings in well being terms.
- In terms of participation, Leeds 2023 has a KPI of engaging with 75% of the Leeds population and is working with partners to meet that. Key partners include Leeds United and using the platform provided through match days as well as working with major employers in the city. Broadcast and media opportunities will also be used to reach as many

people as possible. Also, a key element of events will be audience experience with an emphasis on inclusivity and participation by removing barriers to interaction and participation, wayfinding to ensure that events are accessible was used as an example.

- On skills development the board were informed of plans to ensure that culture is not always about being 'on stage' but also that it features the whole supply chain including varied roles supporting the performance aspect of cultural events. The benefits that culture can have on education were also noted through the Opera North in Harmony Programme which had visited several Leeds schools the Board further noted the links the programme had to improved education performance.
- Geographic spread was raised as an issue along with establishing links with Parish and Town Councils. The Board were informed that the roadshow programme will address this and that currently Leeds 2023 was active in all 33 wards and that there is a commitment to continue to be active throughout the city and to access the diversity of all communities and wards in Leeds. Members were keen to ensure that different communities in wards were recognised and that hard to access areas and communities were also part of the focus of the programme. Engagement with local forums, including Parish and Town Councils and Community Committees, was a further item identified for a possible future report to the successor board. There was discussion about Leeds 2023 attending each Community Committee in the coming months with further detail to be provided once available.
- Responding to concerns about sources of funding and total amounts of funding, including Housing Advisory Panel (HAP) and Well Being funding, members were informed that the Community Hosts would lead on this in terms of drawing down funding and that HAP funding would not be part of the funding package for Leeds 2023. In terms of the My Leeds programme funding will be available to support the Community Hosts approach and other funding opportunities are available through the Arts Council. It was also noted that Leeds 2023 will assist in gathering momentum to support activities that are already ongoing to support artists and activities. Any future report to the Board will also touch on funding and community grants.
- A suggestion was made around trying to capture, in public facing form, an overview of activity for Leeds 2023. This could bring together all the events and strands of work that will enable elected members to promote events and try to enhance participation. There is a need to maintain an element of surprise for some of the events but it was noted that this overview of events would be a potential positive once the year moves closer.
- Before concluding the item members were informed of the overall funding package. The Council funding that has been agreed is being granted to Leeds 2023 and will not be retained by the Council but will be at the discretion of Leeds 2023. Recent UK City of Culture cities such as Coventry and Hull worked with £40m and £34m during their respective years. In terms of the position in Leeds, Leeds 2023 was confident that funding of £21m will be secured. However, it was noted

that fundraising can go on throughout 2023 and that past experience in other cities that have held cultural events suggests that more funding will become available as the year nears and as the year is ongoing. Funding is a major focus and a key priority for Leeds 2023 at the moment.

- The Board were broadly supportive of the progress made since the last report in October 2021 and looked forward to a further report in the next municipal year.

The Chair noted that items to pass on to the successor board for their 2022/23 Work Programme will be picked up under the Work Programme item later on the agenda.

RESOLVED – To note the content of the report and the intention for a further report in 2022/23.

72 Future Waste Strategy Inquiry - Summary of Evidence

The Head of Democratic Services presented a report setting out a summary of evidence following consideration of this work item by the Board in October and November 2021. This item also notes the intention to continue this work in municipal year 2022/23.

In attendance for this meeting were:

- Cllr Mohammed Rafique– Executive Member for Environment & Housing
- John Woolmer – Chief Officer Environmental Services

In response to Members questions and comments the Board were provided with the following information:

- Further scrutiny work in the next municipal year would be welcome as there are a number of key pieces of work being undertaken by Environmental Services at the moment. A composition analysis has now been completed which looks at the content of black and green bins and analysis of that is now underway. It is anticipated that this will have a significant impact on strategy development particularly around amounts of glass and food materials that are in the bins. A further piece of work is a carbon impact analysis both in terms of the service and the vehicles it operates but also, and perhaps more importantly, an assessment of carbon impact of different waste streams. This will enable analysis of green bin content from a carbon impact perspective. It is thought this would be a better strategic approach rather than measuring tonnages and percentages in terms of recycled material. The carbon impact work will be locally focussed and will enable Leeds to have some key information to inform the Future Waste Strategy. These two pieces of work can be brought back to the Board in the next municipal year. The Carbon impact work will also be shared with DEFRA and meetings are planned to develop the sharing of that information later in 2022.

- Responding to queries on food waste and when Leeds could see more in terms of food waste collection, the Board heard that Councils across the country have responded to a DEFRA consultation and the results of the consultation are awaited, they are expected this year. In addition, the Council does have regular dialogue with DEFRA to try to horizon scan for likely announcements around waste strategy. A key issue for Leeds is TEEP (Technically, Environmentally, Economically Practical) arrangements which enable local authorities to vary from legislation and deliver locally designed services. This could enable co-mingling of food and garden waste collections in the city subject to a successful TEEP arrangement with DEFRA. Funding details from Government, specifically on food waste, but also generally remains a key outstanding issue.
- The Board were informed that a letter had been issued to Government, signed by the Chair of Strategy and Resources and Environment, Housing and Communities Scrutiny Boards, on waste strategy development and highlighting the ambitions of Leeds and the need for the national agenda to move forward to enable enhanced services in the city.
- It was acknowledged that the Government has a major part to play in terms of strategy development but activity is ongoing in Leeds in terms of logistics of delivering more recycling with the possibility of pilots on either food or co-mingled recycling being developed in 2022/23 but all of this is dependent upon statistical analysis of waste in the city, through the carbon impact work and composition analysis.
- Members stressed the importance of resident views on recycling and what items should be recycled. It was also noted that the composition analysis can be impacted by when the analysis takes place in terms of different days and times of the week. On this last point members were reassured that the composition analysis was undertaken by a third party, independent of the Council, using a nationally recognised methodology and is considered to be statistically sound.
- Members received assurances that the recycling target at the RERF, whilst dependent upon recycling markets and to some extent global factors, was not set in stone and could be renegotiated and subject to possible review in the future. It was emphasised that ensuring black bins contain less recyclable material is the focus currently as opposed to recycling at the RERF.
- Textile recycling was also a focus of discussion. It was noted that textiles are a major contributor to carbon output and will be a major focus in terms of carbon impacts with a suggestion that more could be done, potentially with the third sector to increase recycling of textiles.

RESOLVED - To:

- a) Note the contents of the report and the plans to return to this work in 2022/23 through the successor board.

73 Social Value in Procurement

The Director of Resources presented a report inviting the Scrutiny Board to consider an update report on social value in procurement following previous

consideration in February 2021 that focussed on social value guidance for commissioners in the Council.

In attendance for this item were:

- Neil Evans - Director of Resources
- Councillor Coupar – Executive Member for Resources
- Kieron Dennett - Head of Procurement & Commercial Services

Responding to questions from Members, the Board were provided with the following information:

- 66% of total spend by the Council is with local businesses and SMEs and that has been on an upward trajectory over the past five years.
- Over the past 12 months an LGA peer review has been undertaken which suggested that the Council could do more on social value and enhance ambitions and further embed it in Leeds through social value commitments. As a result, the work through the Social Value Portal has been developed. There is £21,631,485.00 of committed Social Values, from that £210,819.00 has been delivered to date. It was noted that while the differential between the committed and delivered values is something to be monitored, it is expected to naturally reduce over the respective contract terms.
- Social Value Portal has only been in operation in Leeds for 12 months and typical procurement timescales tend to take 6 months before contracts are in place. This being the first year of using Social Value Portal it should set a baseline for future activity in this area.
- It was pointed out that If suppliers are unable to deliver against their social value commitments, then alternative actions would be discussed with them but ultimately it would be possible to reduce the payments to suppliers if social value commitments are not delivered. The reduced payments could then in turn lead to the Council using the savings to deliver social value benefits from it.
- On low or no emissions vehicles members were keen to see a commitment to reducing the number of miles travelled as well as the transition to low emission vehicles.
- Responding to a question related to how Leeds compares with other local authorities in terms of delivering social value, the Board were informed that Leeds will increase its ambition on social value once the initial steps taken through the Social Value Portal have been assessed. Leeds has been active in this area for a number of years and this renewed approach provides enhanced capturing of that work. In addition, the Council is keen to play a lead role in terms of encouraging anchor institutions in the city to also encourage social value in procurement to deliver against the whole city potential in this area.
- The Council has been active with the third sector and the introduction of a social value charter several years ago highlights this and it was emphasised that the work captured in the report, whilst increasing social value, also better captures and analyses existing work.

- Responding to questions about costs the board heard that social value can be delivered at no extra cost in terms of outlay for suppliers. A good example of this is provision of mentoring or by encouraging volunteers to provide social value activity.

RESOLVED – To:

- a) Note the content of the report

74 Work Programme

The Head of Democratic Services submitted a report requesting Members' consideration in relation to the Board's Work Programme which was attached at Appendix 1 of the submitted report.

Board members wanted to recommend the following as possible work items for the next municipal year:

- An item on elections and the forthcoming polling district review with postal voting trends being a potential key element.
- A continuation of Financial Health Monitoring reporting
- Agile Working and Estate Realisation with an emphasis on ICT and establishing and scrutinising future ways of working.
- An item on devolution with a focus on 'one year on' from devolution and focussing on enhanced funding and how that has been used in Leeds via the gain share arrangements.
- Continued scrutiny of Leeds 2023 – to focus on access to funding, job opportunities, support in bidding for grants, outcomes and evaluation from Leeds 2023, roadshows and ensuring geographic spread, overall funding and split of funding by ward and engagement with community committees and other community forums.
- Future Waste Strategy to continue with a focus on the composition analysis, carbon impacts, potential pilots of new collections and the wider impacts on the Council's key strategies.
- Procurement and social value delivery through Themes, Outcomes and Measures (TOMs).
- Staff Inclusion based on similar work undertaken in 2021/22.
- Community Centre usage, though it was noted that this could also be in the remit of Environment, Housing and Communities.
- Contact Centre performance and IDS Service Desk performance.

RESOLVED – To note the content of the report and pass the listed items to the successor Board in 2022/23 for their consideration.

75 Date and Time of Next Meeting

The next meeting of the Scrutiny Board Strategy and Resources will be on 20th June 2022 at 10:00am (There will be a pre-meet for all Members at 9.45am)

Draft minutes to be approved at the meeting
to be held on Monday, 20th June, 2022