

SCRUTINY BOARD (STRATEGY AND RESOURCES)

Meeting to be held in Remotely on
Monday, 7th September, 2020 at 10.30 am

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

MEMBERSHIP

Councillors

G Almass	-	Beeston and Holbeck;
P Carlill	-	Calverley and Farsley;
D Chapman	-	Rothwell;
L Cunningham	-	Armley;
S Firth	-	Harewood;
M Harland (Chair)	-	Kippax and Methley;
H Hayden	-	Temple Newsam;
D Jenkins	-	Killingbeck and Seacroft;
J McKenna	-	Armley;
M Robinson	-	Harewood;
S Seary	-	Pudsey;

Note to observers of the meeting: To remotely observe this meeting, please click on the link below. This will take you to the Leeds City Council's YouTube channel, and the meeting can be viewed live from there.

https://www.youtube.com/playlist?list=PLggQFjpTLgpLw_xKFSeyaS2rm1zYlWviB

Principal Scrutiny Adviser:
Rob Clayton
Tel: 37 88790

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A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS 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). (* 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).	
2			EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC 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. 2 To consider whether or not to accept the officers recommendation in respect of the above information. 3 If so, to formally pass the following resolution:- 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: No exempt items have been identified.	

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			LATE ITEMS To identify items which have been admitted to the agenda by the Chair for consideration. (The special circumstances shall be specified in the minutes.)	
4			DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS 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.	
5			APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES To receive any apologies for absence and notification of substitutes.	
6			MINUTES - 22 JULY 2020 To confirm as a correct record, the minutes of the meeting held on 22nd July 2020.	7 - 12
7			ANNUAL CORPORATE RISK MANAGEMENT REPORT To receive a report from the Head of Democratic Services presenting details of the Annual Corporate Risk Management Report.	13 - 42
8			BUSINESS CONTINUITY PLANNING DURING COVID 19 To receive a report which provides the Scrutiny Board with information relating to Business Continuity during the Covid-19 pandemic.	43 - 54

Item No	Ward/Equal Opportunities	Item Not Open		Page No
9			SCRUTINY REVIEW OF RESILIENCE AND EMERGENCY PLANNING - RECOMMENDATION TRACKING UPDATE To receive a report from the Head of Democratic Services presenting the progress made in responding to the recommendations arising from the Scrutiny Board's 2019 inquiry into resilience and emergency planning	55 - 64
10			WORK SCHEDULE To consider the Scrutiny Board's work schedule for the 2020/21 municipal year.	65 - 84
11			DATE AND TIME OF NEXT MEETING Monday, 12 October 2020 at 10.30 am (Pre-meeting for all Board Members at 10.00 am) THIRD PARTY RECORDING Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda. Use of Recordings by Third Parties – code of practice 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.	

SCRUTINY BOARD (STRATEGY AND RESOURCES)

WEDNESDAY, 22ND JULY, 2020

PRESENT: Councillor M Harland in the Chair

Councillors G Almass, P Carlill,
D Chapman, L Cunningham, S Firth,
H Hayden, D Jenkins, J McKenna,
M Robinson and S Seary

17 Appeals Against Refusal of Inspection of Documents

There were no appeals against refusal of inspection of documents.

18 Exempt Information - Possible Exclusion of the Press and Public

There were no items which required the exclusion of the press and the public.

19 Late Items

There were no late items of business.

20 Declaration of Disclosable Pecuniary Interests

No declarations of disclosable pecuniary interests were made.

21 Apologies for Absence and Notification of Substitutes

There were no apologies.

22 Minutes - 1st July 2020

RESOLVED – That the minutes of the meeting held on 1st July 2020, were approved as a correct record.

23 Financial Performance - Outturn Financial Year Ended 31st March 2020

The report of the Head of Democratic Services informed the Board of the Council's financial outturn position for 2019-2020 for both revenue and capital which were reflected in a report to the Executive at its meeting on 24th June 2020. A copy of this report submitted to Executive Board was appended for the Board's consideration at Appendix A.

The following were in attendance for this item:

- Councillor James Lewis, Deputy Leader of the Council and Executive Member for Resources
- Neil Evans Director of Resources and Housing
- Victoria Bradshaw, Chief Financial Officer

The Chief Finance Officer gave a brief overview of the main issues outlined in the report.

Responding to questions in a shared letter from Cllr Robinson in relation to Welcome to Yorkshire, the Board Members were informed of the following points:

- The accounts covering an 18 month period were currently being audited by external auditors. Once the auditors had finished the Council would have sight of the accounts;
- Surplus from the funding provided to Welcome to Yorkshire was to be distributed in accordance with the agreement;
- Any decisions made by the joint meeting are provided in the form of minutes etc. and published to the Leeds City Council website;
- Any money left over is returned to the member authority.

It was noted that at a presentation to Humber and Yorkshire members, the Chief Executive of Welcome to Yorkshire set out how they were planning to reduce their spending as they moved to an electronic platform. This would include redundancies as they stripped back to the bare minimum. It was also noted that they would not be able to be extricated from the lease of the building. They would continue to promote tourism in the area but due to COVID-19 would not be able to go forward with the events that they had planned. It was the view that Welcome to Yorkshire may require support going forward.

Cllr. Lewis informed the Board Members that it was the Council's intention to continue to support Welcome to Yorkshire, however, no decision had been made so far. The Council would need to see how Welcome to Yorkshire planned to proceed. Welcome to Yorkshire would need the support of the private sector and public funding over the coming period.

Board Members requested that this item be brought back to the Board when more information was known and also to be included in the work programme for the Board.

RESOLVED - To note the report.

24 Treasury Management Outturn for 2019/20

The report of the Head of Democratic Services provided Board Members with details of the Council's Treasury Management Outturn position for 2018/19.

A copy of the report submitted to the Executive Board in June 2019 was appended to the papers.

The following were in attendance for this item:

- Councillor James Lewis, Deputy Leader of the Council and Executive Member for Resources
- Neil Evans Director of Resources and Housing
- Victoria Bradshaw, Chief Financial Officer

Board Members attention was drawn to the main issues set out in the submitted report and the details of the Council's Treasury Management

Draft minutes to be approved at the meeting
to be held on Monday, 7th September, 2020

Outturn position for 2019-20 was reflected in the Executive Board report which was appended for the Boards consideration.

In response to Members' comments and questions, the following information was provided:

- £48m of capital receipts had been planned for this financial year. However, due to COVID -19 this has now changed and is causing pressure in this area;
- Information for the exposure of borrowing from the Chinese banks would be sought and fed back to Members;
- The Council's assets of £5.6bn does include building such as schools and these would not be sold off. The exception to this is where schools become academies and in these cases the school building is transferred to the academy;
- Review of the Council's assets will be submitted in a report due in September;
- 3.3% is the average interest to be paid over all loans. It was noted that some loans would have been acquired years ago when the interest rates were much higher. It was also noted that officers are continually reviewing the loans the council have and looking for opportunities to lower the rates of interest. However, many of the loans are tied in with penalties for early release from them.

RESOLVED – To note the report.

25 Impact of COVID-19 upon the Council's financial position

The report of the Head of Democratic Services provided Board Members with details of the impact COVID-19 has had on the Council's finances both in the current financial year and looking ahead into 2021-22.

In attendance at the meeting were:

- Councillor Lewis – Deputy Leader of Council and Executive Members for Resources
- Neil Evans – Director of Resources and Housing
- Victoria Bradshaw – Chief Finance Officer

Board Members noted that this was an unprecedented position that the Council finds itself in. Although, the Council had set a robust budget position the Council was facing significant expenditure and loss of income.

Detailed information had been provided to Board Members on projected overspend and Government grants. Monthly reports were being produced and shared with Government to highlight the cost of Covid-19 on the Council's budget. However, there were a lot of unknowns currently and it was the view of the Chief Finance Officer that at the end of the year there would still be a significant financial gap without additional support or flexibility from Government.

In response to questions from the Board, Members were advised of the following points:

Draft minutes to be approved at the meeting
to be held on Monday, 7th September, 2020

- Work was ongoing with directorates to assess potential savings. Looking at opportunities to reduce costs of paper, transport, fuel, etc.;
- A review on the Council's buildings in the long term, to reflect a new way of working;
- The roll out of ultra-fast broadband was proceeding, linked to primary and secondary schools providing a good distribution across Leeds, with benefits for the recovery of the Council and the City;
- Should a local lockdown occur this would add further pressure on the Council's budget and it was difficult to make provision for this;
- Recovery of business rates and council tax would continue. However, with increased numbers of unemployed people there will be an increased number requiring benefits and assistance with council tax payments. This will have an impact on income;
- There was a need to get a long term funding settlement in place in respect of Adult Social Care with enhanced allocation of resources from Government and local government. This has been highlighted by Covid-19 and the sector more generally has responded well to the pandemic due to strong partnership in Leeds.

Board Members were advised that detailed information would be sort in relation to the Public Work Loan debt and fed back to Members.

Board Members requested that a letter be written in relation to the Social Care Settlement. Cllr Hayden, as a Board Member and the Chair of Adults, Health and Active Lifestyles Scrutiny Board suggested that it could be a joint letter.

The Chair, gave a heartfelt thank you to all officers across the Council at this uncertain period.

RESOLVED - To note the report.

26 Work Schedule

The report of the Head of Democratic Services requested Board Members consideration of the Boards Work schedule for 2020-21.

Members discussed the following points:

- Welcome to Yorkshire and requested that the auditors results be brought to a future meeting;
- Recovery of Council Tax and Business rates;
- Implications of homeworking in the long term and that this should be looked at on an individual department basis.
- To have an update from Human Resources on homeworking to include results from staff survey, costs, implications for staff and the Council, health and safety implications;
- Service Changes across all Directorates;
- How the Council gets back to 'normal' including hybrid meetings.

It was the view of the Board that some issues discussed could be linked to items already listed on the work schedule.

RESOLVED - To note the content of the report and approve the Board's work schedule.

The meeting concluded at 12:09

27 Date and Time of Next Meeting

The next meeting of Scrutiny Board Strategy and Resources will be on Monday 7th September 2020 at 10:30am (pre-meeting for all Board Members at 10:00am)

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Report author: Rob Clayton/Tim Rollett
Tel: 0113 3788790

Report of Head of Democratic Services

Report to Scrutiny Board (Strategy and Resources)

Date: 7th September 2020

Subject: Annual Corporate Risk Management Report

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

1. Purpose of this report

- 1 The purpose of this report is to provide Board Members with details of the council's Annual Corporate Risk Management Report. This annual report provides an update on the council's most significant corporate risks and the arrangements both in place and further activity planned during 2020/21 to manage them.

2. Background information

- 2.1 The previous Annual Corporate Risk Management Report was provided to the Strategy and Resources Scrutiny Board in September 2019. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council's Risk Management Policy and in line with the Best Council Plan outcomes and priorities.
- 2.2 The council's Annual Corporate Risk Management Report was reported to the Executive Board during its meeting on 24th June 2020. It is also supplemented by the annual assurance report on the authority's risk management arrangements, which was considered by the council's Corporate Governance and Audit Committee on 27th July 2020. This report is publicly available and focuses on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels.

3. Main issues

- 3.1 The council's risks stem from a variety of sources, many of which are out of our direct control, this has been brought into clear focus by the Covid-19 pandemic but also includes for example, other global events such as an economic downturn or environmental events. Closer to home, more localised incidents can impact on communities, individuals, services, organisations and infrastructure. We also often have to respond quickly to changes in government policy and funding and must recognise and meet the evolving needs of our communities, particularly those of vulnerable people. Such changes, and the uncertainties they may bring, can pose threats that we need to address but also bring opportunities to exploit. Both aspects of risk management rely on the council working effectively with partners across the public, private and third sectors and with communities and individuals.
- 3.2 All council risks are managed via a continuous process of identification, assessment, evaluation, action planning and review, embedded at strategic and operational levels and for programmes and projects. All staff and elected members have responsibility for managing risks relevant to their areas, including Scrutiny Boards, Community Committees and partnership boards.
- 3.3 This annual report considers the strategic level: the arrangements in place to manage the council's corporate risks. Corporate risks are those of significant, cross-cutting importance that require the attention of the council's most senior managers and elected members. Each of the corporate risks has one or more named 'risk owner(s)': a member of the Corporate Leadership Team, (comprising the Chief Executive and directors) and a lead portfolio member who are jointly accountable for their management. The Executive Board as a whole retains ultimate responsibility.
- 3.4 The nature of risks is that they come and go as the environment changes. However, there are a set of 'standing' corporate risks that will most likely always face the council:
- Safeguarding children
 - Safeguarding adults
 - Health and Safety
 - City resilience (external emergency / incident management / major flooding)
 - Climate change adaptation / mitigation
 - Council resilience (internal business continuity management)
 - Financial management (both the risk to the in-year budget and longer-term financial sustainability)
 - Information management and governance
- 3.5 The annual report at Appendix 1 provides detailed assurances on each of the standing corporate risks, covering an overview, description of the risks, the latest risk assessment, current arrangements in place to manage them and additional activity planned. Further risk assurances are also provided on other corporate risks currently rated as 'very high' (based on a combination of probability and impact scores): coronavirus pandemic, major cyber incident and economic growth lag.

3.6 Appendix 1 also contains:

- An introduction that explains the council's risk management framework and how corporate risks are assessed and managed;
- The corporate risk map approved by the council's Corporate Leadership Team; and
- An annexe explaining how all council risks are evaluated in terms of probability and impact.

3.7 Additional assurances for a number of these risk areas are considered each year by a range of committees and boards. These include:

- The council's Corporate Governance and Audit Committee which receives assurance reports on the council's business continuity management arrangements, procurement, information governance, and financial planning and management as well as the annual assurance report on the council's overarching risk management arrangements;
- The council's Financial Services continue to analyse budget risks throughout the year and these are subject to monthly review as part of the in-year monitoring and management of the budget. Any significant and new risks/budget variations are included in the financial health monitoring reports submitted to Executive Board.
- Safeguarding reports considered by the Leeds Safeguarding Children Partnership, Leeds Safeguarding Adults Board and Safer Leeds.

3.8 In addition, the council's report guidance template includes a section on 'Risk management', requiring the report authors to detail any key risks and their management – this information then helps inform decisions made, including investment decisions; this applies to all reports to Executive Board.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The corporate risk assurances at Appendix 1 have been subject to consultation with key officers, the Corporate Leadership Team and portfolio members.
- 4.1.2 The report has already been shared with Executive Board during its June meeting and also the Corporate Governance and Audit Committee considered the Annual Assurance Report on corporate risk management arrangements during its July meeting.
- 4.1.3 The arrangements in place to manage the council's risks are embedded and therefore subject to consultation and engagement on an ongoing basis.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 This is an assurance report with no decision required. Due regard is therefore not directly relevant.

4.3 Council policies and the Best Council Plan

- 4.3.1 The risk management arrangements in place support compliance with the council's Risk Management Policy and Code of Corporate Governance, through which, under Principle 4, the authority should take 'informed and transparent decisions which are subject to effective scrutiny and risk management'.
- 4.3.2 Effective management of the range of risks that could impact upon the city and the council supports the delivery of all Best Council Plan outcomes and priorities.

Climate Emergency

- 4.3.3 Following the council's declaration of a climate emergency in 2019, a risk was added to the corporate risk register: 'Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment).' The council and our partner organisations are taking a range of actions to help mitigate and continue to adapt to this long-term risk. These include progressing schemes to reduce the risk of flooding across the city, encouraging increased tree canopy cover in urban areas and promoting community resilience through effective communications with the public. As the climate emergency is cross-cutting in nature it is linked to many other corporate risks. Where applicable, the supporting details for these risks - such as the sources, consequences and mitigating actions - reflect aspects of the climate emergency.

4.4 Resources, procurement and value for money

- 4.4.1 All council risks are managed proportionately, factoring in the value for money use of resources.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The council's risk management arrangements support the authority's compliance with the statutory requirement under the Accounts & Audit Regulations 2011 to have 'a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk.'
- 4.5.2 The corporate risk map is made publicly available via the leeds.gov website and is also published on the council's Intranet risk management webpage, available to elected members and staff. The annual assurance report considered by the Corporate Governance and Audit Committee on the council's risk management arrangements is publicly available on the leeds.gov website.

4.5 Risk management

- 4.5.3 This report supports the council's Risk Management Policy in providing assurances on the management of the authority's most significant risks.

5 Conclusions

- 5.1 This report sets out details of the Council's Annual Corporate Risk Management Report, which provides an update on the council's most significant corporate risks

and the arrangements both in place and further activity planned during 2020/21 to manage them.

6 Recommendation

- 6.1 The Scrutiny Board is asked to note the annual risk management report and the assurances given on the council's most significant corporate risks in line with the authority's Risk Management Policy.

7 Background documents¹

- 7.1 None.

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

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Report of the Director of Resources and Housing

Report to Executive Board

Date: 24 June 2020

Subject: Annual Corporate Risk Management Report

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☒ Yes ☐ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

Summary

1. Main issues

- Our ambition as set out in the Best Council Plan is for Leeds to be the best city with the best council in the UK: a city that is compassionate with a strong economy, tackling poverty and inequalities; a council that is an efficient, enterprising and healthy organisation. A corporate risk is something that, if it occurred, could impact on our Best City/Best Council ambitions. It is therefore essential that we understand, manage and communicate the range of risks that could threaten the city and the vital services provided by the council, so that we're better placed to prevent them from happening and to reduce the impact now and in the longer-term on communities, individuals, services, organisations and infrastructure.
- This annual report updates the Executive Board on the most significant risks currently on the corporate risk register (their descriptions, risk ratings and the accountable director and portfolio member risk owners) with summary assurances describing the key controls in place to manage the risks and further actions planned, signposting to where more detailed information can be found.
- Of particular note are the financial and economy risks which have increased considerably in recent weeks due to the implications of the coronavirus pandemic, as detailed in the regular Covid-19 updates to this Board. Further information on the council's latest in-year and medium-term financial pressures can be seen in the report on today's agenda, 'Impact of Coronavirus COVID-19 upon Leeds City Council's

2020/21 financial position and update on the forecast budget position for 2021/22.’ Should these financial risks not be mitigated, the knock-on effect on the council’s resources and ability to effectively manage the full suite of corporate risks will be significant.

2. Best Council Plan Implications (click [here](#) for the latest version of the Best Council Plan)

- The risks included within this report underpin the achievement of the ambitions and all outcomes and priorities within the Best Council Plan.

3. Resource Implications

- Resources are committed to manage the risks to an acceptable level, both to help prevent them from arising and/or to minimise the impact should they occur. With a number of risks having recently increased as a direct result of coronavirus, the implications for the council’s resources – notably its finances, staff, IT infrastructure and buildings – are substantial.

4. Recommendations

- Executive Board is asked to note the annual risk management report and the assurances given on the most significant corporate risks in line with the council’s Risk Management Policy and the Board’s overarching responsibility for their management. Also that this report will provide a key source of evidence on the authority’s risk management arrangements contributing to the Annual Governance Statement to be considered later this year by the Corporate Governance and Audit Committee.

1. Purpose of this report

- 1.1 This annual report updates the Executive Board on the council’s most significant corporate risks, how they are currently managed and further activity planned during 2020/21.
- 1.2 The assurances provided are an important source of evidence for the council’s Annual Governance Statement: a statutory requirement for all local authorities to conduct a review at least once in each financial year of the effectiveness of the system of internal control and to include a statement reporting on the review with its Statement of Accounts. Leeds’ 2019/20 Annual Governance Statement will be considered later this year by the Corporate Governance and Audit Committee.

2. Background information

- 2.1 The previous annual corporate risk management report was considered by Executive Board on 26 June 2019. Since then, the corporate risk register has continued to be reviewed and updated in accordance with the council’s Risk Management Policy and in line with the Best Council Plan outcomes and priorities. The remainder of this report focuses on the management of the most significant risks currently on the corporate risk register.
- 2.2 It is supplemented by an annual assurance report on the authority’s risk management arrangements considered each year by the council’s Corporate Governance and Audit Committee. These reports are publicly available and focus on the policies, procedures, systems and processes in place to manage risks at corporate, directorate, service and project levels. The most recent report was approved at the Committee’s 26 July 2019 meeting. An interim update report is due, at the time of writing, to go to the Committee’s 27 July 2020 meeting with more detailed assurance in December.

3. Main issues

- 3.1 Appendix 1 presents the 2020 annual corporate risk management report. Its introduction explains how the council's risks are identified, assessed and managed through processes embedded at strategic and operational levels and for programmes and projects. All staff and elected members have responsibility for managing risks relevant to their areas, including Scrutiny Boards, Community Committees and partnership boards.
- 3.2 The annual report considers the strategic level: the arrangements in place to manage the council's corporate risks. Corporate risks are those of significant, cross-cutting importance that require the attention of the council's most senior managers and elected members. Each of the corporate risks has named risk owners - a lead portfolio member and a member of the Corporate Leadership Team, (comprising the Chief Executive and directors) - who are jointly accountable for their management. The Executive Board as a whole retains ultimate responsibility.
- 3.3 The nature of risks is that they come and go as the environment changes. However, there are a set of 'standing' corporate risks that will most likely always face the council:
- Safeguarding children
 - Safeguarding adults
 - Health and safety
 - City resilience
 - Council resilience
 - Financial management (both the risk to the in-year budget and longer-term financial sustainability)
 - Information management and governance
 - Climate change adaptation and mitigation (recently added as a 'standing' risk)
- 3.4 The annual report provides assurance on each of these standing risks and the other risks currently rated as 'red' – i.e. of the highest significance – that do not fall into the standing risk category: coronavirus, economic growth lag, major flooding (included as part of the wider assurance on the city resilience risk) and major cyber incident (incorporated within the wider assurance on information management). The latest corporate map approved by the council's Corporate Leadership Team on 1 June 2020 is also included, showing all risks currently on the corporate risk register. In the past year, two of the corporate risks previously rated as being 'red' reduced to 'amber': insufficient school places and the council's preparations for the UK's exit from the European Union. The reduction in ratings reflects the work the council has done to mitigate these risks.
- 3.5 Additional assurances for a number of these risk areas are considered each year by a range of committees and boards. These include:
- This **Executive Board** – which receives annual reports on risk areas such as safeguarding children, safeguarding adults, the council's preparations for the UK's exit from the European Union, health and safety, and employee health and wellbeing, as well as monthly financial health monitoring reports and updates on the work the council is doing to mitigate poverty in the city. More recently, since March 2020, the Board has also considered regular updates on the actions of the council and its partners in response to the coronavirus pandemic with an additional report in May 2020 articulating the pressures on the council's financial resources as a direct result of Covid-19.

- **Statutory partnerships** - Safeguarding reports are also considered by the Leeds Safeguarding Children Partnership, Leeds Safeguarding Adults Board and Safer Leeds.
- **Scrutiny Boards** – receive reports on specific risk areas too, such as Scrutiny Board (Strategy & Resources) considering the authority's Resilience and Emergency Planning arrangements, Scrutiny Board (Environment, Housing & Communities) reviewing progress in relation to the climate emergency, Scrutiny Board (Children and Families) considering the Child Poverty Strategy for Leeds and Scrutiny Board (Infrastructure, Investment and Inclusive Growth) appraising the council's Inclusive Growth Strategy, impacting on the corporate risk on the Leeds economy.
- The council's **Corporate Governance and Audit Committee** - which, in addition to an annual assurance report on the council's risk management arrangements, receives a range of complementary assurance reports on areas including business continuity management, procurement, information governance, and financial planning and management.

3.6 In addition, the council's report template includes a section on 'Risk management', requiring the report's author to detail any key risks and their management to help inform decision-making; this applies to all reports to this Board.

4. Corporate considerations

4.1 Consultation and engagement

4.1.1 The corporate risk assurances at Appendix 1 have been subject to consultation with lead officers, the Corporate Leadership Team and portfolio members. The arrangements in place to manage the council's risks are embedded and therefore subject to consultation and engagement on an ongoing basis.

4.2 Equality and diversity / cohesion and integration

4.2.1 This is an assurance report with no decision required. Due regard is therefore not directly relevant.

4.3 Council policies and the Best Council Plan

4.3.1 The risk management arrangements in place support compliance with the council's Risk Management Policy and Code of Corporate Governance, through which, under Principle 4, the authority should take 'informed and transparent decisions which are subject to effective scrutiny and risk management'.

4.3.2 Effective management of the range of risks that could impact upon the city and the council supports the delivery of all Best Council Plan outcomes and priorities.

Climate Emergency

4.3.3 Following the council's declaration of a climate emergency in 2019, a risk was added to the corporate risk register: 'Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment).' The council and our partner organisations are taking a range of actions to help mitigate and continue to adapt to this long-term risk. These include progressing schemes to reduce the risk of flooding across the city, encouraging increased tree canopy cover in urban areas and promoting community resilience through effective communications with the public.

- 4.3.4 As the climate emergency is cross-cutting in nature it is linked to many other corporate risks. Where applicable, the supporting details for these risks - such as the sources, consequences and mitigating actions - reflect aspects of the climate emergency.

4.4 Resources, procurement and value for money

- 4.4.1 All council risks are managed proportionately, factoring in the value for money use of resources.

4.5 Legal implications, access to information, and call-in

- 4.5.1 The council's risk management arrangements support the authority's compliance with the statutory requirement under the Accounts & Audit Regulations 2015. Through this, Regulation 6 requires authorities to conduct a review at least once a year of the effectiveness of its systems of internal control in accordance with proper practices. The system of internal control, including arrangements for the management of risk, assists the council in effectively exercising its functions.
- 4.5.2 The corporate risk map is made publicly available via the leeds.gov website and is also published on the council's Intranet risk management webpage, available to elected members and staff. The annual assurance report considered by the Corporate Governance and Audit Committee on the council's risk management arrangements is publicly available on the leeds.gov website.
- 4.5.3 This report is subject to call in.

4.6 Risk management

- 4.6.1 This report supports the council's Risk Management Policy in providing assurances on the management of the authority's most significant risks.

5 Conclusions

- 5.1 The corporate risk register describes the council's most significant risks that could impact upon our Best Council Plan ambitions, outcomes and priorities. Robust and proportionate arrangements are in place to mitigate the risks, considering both the probability of each risk materialising and the consequences if it did.
- 5.2 Assurances on the council's most significant 'standing' risks are given through this annual corporate risk management report and provide an open, comprehensive and important source of evidence for the authority's Annual Governance Statement.

6 Recommendations

- 6.1 Executive Board is asked to note the annual risk management report and the assurances given on the most significant corporate risks in line with the council's Risk Management Policy and the Board's overarching responsibility for their management. Also that this report will provide a key source of evidence on the authority's risk management arrangements contributing to the Annual Governance Statement to be considered later this year by the Corporate Governance and Audit Committee.

7 Background documents

- 7.1 None.

Appendices: Appendix 1 - Annual Corporate Risk Management Report 2020



Annual Corporate Risk Management Report

June 2020



Introduction

To achieve the ambitions, outcome and priorities set out in our Best Council Plan, it is essential that we understand, manage and communicate the range of risks that could threaten the organisation and vital council services. This annual report provides assurance on how the council manages its most significant strategic risks.

The council's risks stem from a variety of sources, many of which are out of our direct control: for example, global events such as the coronavirus pandemic, an economic shock, major conflicts or an environmental disaster. Closer to home, more localised incidents can impact on communities, individuals, services, organisations and infrastructure. We also often have to respond quickly to changes in government policy and funding and must recognise and meet the dynamic needs of our communities, businesses and residents, particularly those who may be more vulnerable. Such changes, and the uncertainties they may bring, can pose threats that we need to address but also bring opportunities to exploit. Both aspects of risk management rely on the council working effectively with partners across the public, private and third sectors and with communities and individuals.

Risk Management Framework

The council's risks are identified, assessed and managed using six steps:



These iterative steps enable us to:

- Understand the nature and scale of the risks we face.
- Identify the level of risk that we are willing to accept.
- Recognise our ability to control and reduce risk.
- Recognise where we cannot control the risk.
- Take action where we can and when it would be the best use of resources. This helps us make better decisions and deliver better outcomes for our staff and the people of Leeds.

The steps are applied across the organisation through the Leeds Risk Management Framework: at strategic and operational levels and for programmes and projects. The adoption of the framework and compliance with it has helped to embed a risk management culture within the organisation. This report considers the strategic level: the arrangements in place to manage the council's corporate risks.

Corporate Risks

Defining a corporate risk

Corporate risks are those of significant, cross-cutting strategic importance that require the attention of the council's most senior managers and elected members. While all members of staff have responsibility for managing risks in their services, each of the corporate risks has one or more named 'risk owner(s)': members of the Corporate Leadership Team (the Chief Executive and five directors) and a lead portfolio member who, together, are accountable for their management. The Executive Board as a whole retains ultimate responsibility.

Corporate risks can be roughly split into two types: those that could principally affect the city and people of Leeds and others that relate more to the way we run our organisation internally. An example of a 'city' risk includes a major disruptive incident in Leeds or breach in the safeguarding arrangements that help protect vulnerable people; these are often managed in partnership with a range of other organisations. An example of a more internal 'council' risk is a major, prolonged failure of the ICT network. Some risks clearly impact on both the city and the council – coronavirus being the most obvious current example.

How corporate risks are assessed and managed

Each corporate risk has a current rating based on a combined assessment of how likely the risk is to occur – its probability - and its potential impact after considering the controls already put in place. When evaluating the impact of a risk we consider the range of consequences that could result: effects on the local community, staff, the services we provide, any cost implications and whether the risk could prevent us meeting our statutory and legal requirements.

A consistent '5x5' scoring mechanism – included here at Annexe 1 - is used to carry out this assessment of probability and impact which ensures that the risks are rated in the same way. Target ratings are also applied for each risk based on the lowest probability and impact scores deemed viable to manage the risk to an acceptable level given the amount of resources available to deal with it. These are used to compare the gap between 'where the risk is now' to 'how low do we aim for the risk to go' and so help determine whether additional actions are needed to manage the risk down to the target level.

The greater the risk, the more we try to do to manage it if it is in our control and if that would be the best use of resources. The council recognises that the cost and time involved in managing the risk down to nothing may not always be the best use of public money and we factor this in when establishing the target rating and developing our risk management action plans.

Risks are reviewed and updated regularly through horizon scanning, benchmarking and in response to findings from inspections and audits, government policy changes and engagement with staff and the public.

Current corporate risks

The risk map overleaf at Figure 1 summarises the risks on the corporate risk register as at 24 June 2020 and their current ratings based on combined probability and impact scores. A number of these have recently risen as a direct result of Covid-19, including the impact on the council's 2020/21 budget and the economic outlook for Leeds.

Many of the risks shown on the risk map will come and go as the environment changes. However, there are a set of 'standing' corporate risks that are likely to always face the council:

- Safeguarding children
- Safeguarding adults
- Health and safety
- City resilience
- Climate change adaptation / mitigation
- Council resilience
- Financial management (in-year and the medium-term)
- Information management

The remainder of this report provides a summary assurance on how each of these standing corporate risks is managed, signposting to where further information can be found. It also provides assurance on those risks currently rated as 'red' – i.e. of the highest significance – that do not fall into the standing risk category: coronavirus, economic growth lag, climate change, major flooding (included as part of the wider assurance on the city resilience risk) and major cyber incident (incorporated within the wider assurance on information management). An overview of the risks covered in this report is provided at Table 1, detailing their full descriptions and risk owners.

(For more information on the council's risk management arrangements please contact Coral Main on coral.main@leeds.gov.uk or Tim Rollett on timothy.rollett@leeds.gov.uk)

Figure 1: Corporate Risk Map at 1 June 2020

Supporting our Best City / Best Council ambitions

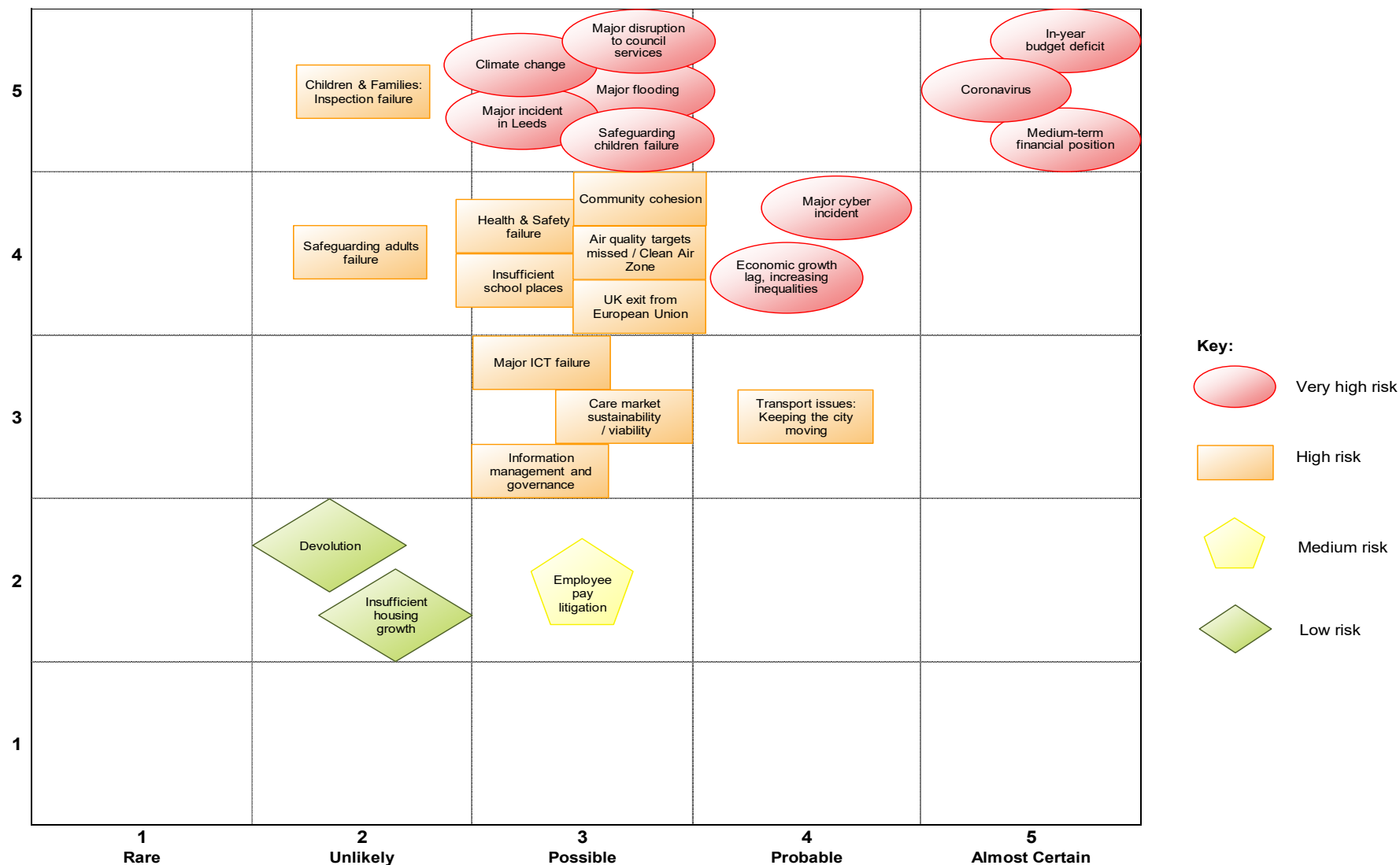


Table 1: Overview of significant and ‘standing’ corporate risks

Risk area	Description	Accountability (Risk owners)		Current Rating
		Senior officer	Member & Portfolio	
Coronavirus	Risk of fatalities and serious illness, significant disruption to the city and to council services in the short- to medium-term and long-term negative economic impact as a result of the coronavirus pandemic, potentially greater impact on more vulnerable and disadvantaged	Tom Riordan, Chief Executive	Cllr J Blake: Leader of Council and Executive Member for Economy and Culture	Very High
In-year budget	The council’s financial position goes into significant deficit in current year resulting in reserves being less than minimum specified by council’s risk-based reserves policy	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Medium-term financial position	The council cannot balance its Medium-Term Financial Strategy	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Economic growth lag	Growth in Leeds’ businesses is slower and less inclusive than the national and international economy, leading to lower wages, fewer jobs and poorer citizens and communities	Martin Farrington, Director of City Development	Cllr J Blake: Leader of Council and Executive Member for Economy and Culture	Very High
Safeguarding children	Risk of harm, accident or death to a child linked to failure of the council to act appropriately according to safeguarding arrangements	Sal Tariq, Director of Children and Families	Cllr F Venner: Executive Member for Children & Families	Very High
Safeguarding adults	Failure a) of staff in any council directorate to recognise and report a risk of abuse or neglect facing an adult with care and support needs in Leeds, and b) of staff adult social care to respond appropriately, in line with national legislation and safeguarding adults procedures	Cath Roff, Director of Adults and Health	Cllr R Charlwood: Executive Member for Health, Wellbeing & Adults	High
City resilience	Risk of significant disruption in Leeds	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Major flooding	Major flooding, especially north of the city centre station, occurs in Leeds that has a significant impact on homes, business, land and infrastructure	Martin Farrington, Director of City Development	Cllr M Rafique: Executive Member for Environment & Active Lifestyles	Very High
Climate change	Failure to adapt to and mitigate more extreme weather conditions brought about by climate change, resulting in an adverse impact on Leeds (its people, communities, infrastructure, economy and natural environment)	Neil Evans, Director of Resources and Housing	Cllr L Mulherin: Executive Member for Climate Change, Transport & Sustainable Development	Very High
Council resilience	Risk of significant disruption to council services and failure to effectively manage emergency incidents	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Cyber risk	Risk to citizens, council and city as a result of digital crime, process failure or people’s actions	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	Very High
Information management	Risk of harm to individuals, partners, organisations, third parties and the council as a result of non-compliance with Information Governance legislation and industry standards	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	High
Health and safety	Risk of a health & safety failure resulting in death, injury, damage or legal challenge	Neil Evans, Director of Resources and Housing	Cllr J Lewis: Deputy Leader & Executive Member for Resources	High

Coronavirus Corporate Risk Assurance

Risk overview

The coronavirus pandemic is a threat to life, health, wellbeing and the economy. In Leeds, this has tragically resulted in fatalities and serious illness, significant disruption to the city – its residents, businesses and infrastructure - and to council services, with the consequences potentially greater for those more vulnerable or disadvantaged. Whilst many aspects of the risk have already materialised, there are still numerous uncertainties and at this stage it is hard to predict the full scale, or timing, of the impacts of Covid-19.

Key controls in place to manage the risk

The city was prepared for, and is responding to, this unprecedented global crisis within the information and resources available, working with a broad range of partners to mitigate the effects of the outbreak and to recover. The key controls in place include:

- The council's important role in the city's multi-agency command and control arrangements, which have been developed further in response to Covid-19 to facilitate the coordination and communication on a set of complex interrelated challenges. This work is captured in the Leeds Strategic Response and Recovery Plan.
- Maintaining the provision of council services, prioritising those that are critical whilst having to temporarily cease or reduce those that are not. Also introducing new and increased forms of practical support, such as millions of PPE items being delivered to care homes, children's homes and GP surgeries; extra food parcels sent out; distributing grants to more than 10,000 businesses; increasing the Meals at Home service and ensuring free school meals continue.
- Through council Leader and Chief Executive groups, liaising with other Yorkshire and Humber councils on key issues and to share best practice and communicating with Government to influence national developments as far as possible from a local government perspective. In May, Leeds' Chief Executive also took on a temporary national role leading the 'trace' element of Government's new Covid-19 test and trace programme, building on knowledge and public health expertise of local government. Local authorities are now developing tailored outbreak control plans, working with local NHS and other stakeholders.
- Regular information and updates are communicated to a wide range of stakeholders including citizens, communities, councillors and MPs, partner organisations, businesses, suppliers and council staff.

Further actions planned

Detailed information on the actions of the council and its partners is provided through updates to the Response and Recovery plan reported each month since March 2020 to the council's [Executive Board](#) – the council's principal decision-making body. Actions include:

- Continued liaison and support between the council and its key partners, in particular those for social care and health and the third sector, to provide a co-ordinated multi-agency response as we shift to a recovery phase.
- Further support to the most vulnerable, including signposting them to other services where appropriate, such as helplines and food provision.
- Liaison, support and advice for businesses, especially for types of grants available.
- Covid-19 testing for qualifying groups available at Temple Green Park & Ride site.

More information

Information for people, communities and businesses to get help, as well as finding out how council services are affected, can be found at leeds.gov.uk/coronavirus. Health advice can be found via the [NHS coronavirus page](https://www.nhs.uk/coronavirus). The latest government advice can be found at [gov.uk/coronavirus](https://www.gov.uk/coronavirus)

Financial Management Corporate Risk Assurance

Risk overview

The current and future financial climate for local government represents a significant risk to the council with the ongoing challenge of delivering services within significantly reduced funding levels further impacted by the coronavirus pandemic. This has seen the council incur additional expenditure whilst at the same time seeing reductions in the level of resources available through a combination of lower forecast income levels for both Business Rates and Council Tax and a reduction in the level of income receivable from sales, fees and charges.

Failing to deliver a balanced budget that addresses these issues both in the short and medium-term will ultimately require the council to consider even more difficult decisions that could have a far greater impact on front-line services, including those that support the most vulnerable. If the council's Chief Officer Financial Services in their professional opinion considers that the authority cannot deliver a balanced budget position in 2020/21, a Section 114 notice would have to be issued, prompting an emergency budget.

Key controls in place to manage the risk

- **Roles and responsibilities** - financial management within the council is delivered by colleagues who report to and are accountable to the Chief Officer Financial Services (the Section 151 Officer).
- **Strategic financial planning** – based on the funding settlement from the government.
- **Budget preparation and setting** – revenue budget planning continues throughout the preceding financial year, whereas capital spending operates within a three-year programme.
- **In-year budget monitoring** – both revenue and capital budgets are continually monitored and reported regularly to senior managers and members. Financial Health Monitoring Reports are reviewed by the council's Executive Board each month.
- **Closure of accounts** – timely accounts without audit qualification ensures we can properly account for resources used during the year and fully understand the council's financial standing.
- **Audit inspections** – providing elected members and the public with independent assurance that the accounts reflect a true and fair view of the council's financial position.

Further actions planned

Whilst the council continues to make every effort to protect the front-line delivery of services, it is clear that the position is becoming more difficult to manage financially. Immediate focus is being placed on dealing with the financial implications for the council from the coronavirus pandemic, though the inherent pressures that existed prior to Covid-19 must also be managed.

The council's Executive Board will be receiving a number of reports in the coming months setting out a range of options for the capital and revenue budgets in 2020/21 and beyond with a further update to the authority's rolling 5-year Medium-Term Financial Strategy scheduled for September 2020. At the time of writing, the most recent report considered at the Board's May 2020 meeting approved a series of proposals aimed at securing additional coronavirus financial support for local government from the Government.

More information

- All Executive Board meetings and agenda items can be found [here](#). The May 2020 report referenced above is available [here](#).
- [Our financial plans](#)
- [Our financial performance](#)

Economic Growth Lag Corporate Risk Assurance

Risk overview

Changes to the global, national and local economic environment all represent threats to the Leeds economy. In particular, our economy has been significantly impacted by the Covid-19 pandemic. If Leeds fails to adapt and recover at the same pace as the rest of the economy, and if the council and its economic partners don't understand the challenges and opportunities, deliver effective business and skills, and infrastructure support, this will have an adverse impact on the economy, business survival, investment and growth. There will be further longer-term consequences for the city in terms of lack of opportunity, lower wages, falling employment levels and an increase in poverty and inequality.

Key controls in place to manage the risk

- The council has a dedicated Economic Development Team which works on a diverse range of projects to support business, create employment and drive economic growth.
- As part of Leeds' Multi-Agency Command and Control arrangements, an Economy & Business Group exists to help this aspect respond and recover from a crisis.
- We have an engagement group of independent businesses to understand the needs of this vibrant sector.
- We work in conjunction with our partners (including the [West Yorkshire Combined Authority](#), [Leeds City Region Enterprise Partnership](#) and the Leeds [Chamber of Commerce](#)) on a range of aspects such as supporting business growth and enterprise, promoting a thriving and safe city centre and delivering regeneration projects.

Further actions planned

The current actions to treat this risk are focused on helping businesses respond and recover from the Covid-19 pandemic. Key actions include:

- Efficient processing of payment of grants and ongoing engagement, support and advice to businesses.
- The continued delivery of employment support programmes.
- Maintaining effective engagement with businesses to understand the impact on the local economy.
- Ensuring that any lessons learnt are built into future recovery planning.
- Reviewing and updating the Leeds Inclusive Growth Strategy which sets out how the council and its partners in the city will work together to grow the Leeds economy. (Inclusive Growth, along with Health and Wellbeing and the Climate Change Emergency, is one of the three 'pillars' supporting our Best Council Plan.)
- Engaging with businesses to identify how they can shape, contribute to, and benefit from a post-Covid-19 economic recovery programme, especially large anchor businesses.
- Identifying what business engagement and collaboration mechanisms are needed to support recovery.

More general actions include:

- Further developing local and regional recovery plans and groups, including those in preparation for the West Yorkshire Devolution area which, subject to further consultation and approvals, will come into force from May 2021.
- Developing web sites that provide information, guidance and support for local businesses.
- Progressing links with central government to promote and maintain lobbying to ensure that the recovery needs of Leeds businesses are fully understood and programmes are able to support these.
- Developing links with new business start-ups to encourage growth and support survival.

More information

- [Business and licensing](#) information is available on [leeds.gov](#), including how to start and grow a business.
- The Leeds Inclusive Growth Strategy can be viewed [here](#).

Safeguarding Children Corporate Risk Assurance

Risk overview

The potential consequence of a significant failure in safeguarding is that a child or young person could be seriously harmed, abused, or die. This is a tragic outcome for all, including the family of the young person. From a council perspective, this could damage the council's reputation, depending on the seriousness of failure, and could possibly lead to intervention by Ofsted and/or government.

Key controls in place to manage the risk

The council is strongly committed to improving the safeguarding of children and young people and the main controls in place for this are as follows:

- **Plans and strategies:** Safeguarding is a clear priority in the strategic plans of the council and relevant partners, in particular the Children and Young People's Plan, the work of the Children and Families Trust Board and the Child-Friendly Leeds initiative; Child-Friendly Leeds is one of the Best Council Plan priorities. The Leeds Early Help Strategy, recently revised with input from partners across the city, reinforces the multi-agency commitment to Early Intervention and Prevention in order to avoid the escalation of need. Through the council's Safeguarding Policy, all council staff have an obligation to protect all children, and vulnerable adults. The policy helps employees to understand, recognise, and report a safeguarding concern.
- **Maintaining a strong safeguarding partnership** - The responsibilities for safeguarding are collectively held by the council, the local clinical commissioning group and West Yorkshire Police, through the [Leeds Safeguarding Children Partnership](#) (LSCP). The LSCP is independently chaired and consists of the three key agencies – the council, Health and West Yorkshire Police - who collectively hold statutory responsibilities for safeguarding. Safeguarding is also a key theme running through all the work and priorities of [Safer Leeds](#)¹.
- **Inspection** - The most thorough assurances for this risk are the independent external inspections by Ofsted, the Care Quality Commission (CQC) and other inspection bodies who regulate services that care for children and young people. The most recent Ofsted inspection of children's social care services in the autumn of 2018 judged Leeds' overall effectiveness to be outstanding, praising its highly motivated, experienced and stable workforce and the senior leadership team who are, 'committed to continuous improvement, invite feedback and engage in innovations to further enhance services. This is reflected in an accurate self-evaluation and improvement plan, focusing not just on successes but also on areas where further work is required.' (The full Ofsted inspection report is available [here](#))
- **Social workers** - Qualified social workers in the Duty and Advice Team are based at the 'Front Door' along with police and health practitioners as part of the council's partnership arrangements. This ensures timely decisions about safeguarding concerns are considered by the relevant professionals so that the appropriate decision is made for every child/young person where there are safeguarding concerns. Out of Hours Emergency Duty Social Workers are based at Elland Road Police Station with the Police Safeguarding team to respond to safeguarding concerns.
- **Performance management / quality assurance** – There is a robust performance management and quality assurance framework in place that ensures management oversight at every level, internal scrutiny and review. Mosaic, the Children's Social Work Service's case management system, offers a transparent view of the child through social care processes, thereby further strengthening safeguarding for the most vulnerable children. The system ensures information is available in a central location, from which reporting and

¹ Safer Leeds is the city's Community Safety Partnership, responsible for tackling crime and disorder

monitoring is easily accessible. This in turn facilitates improved oversight and challenge from senior managers through the use of regular performance reports.

- **Reporting arrangements** – Clear and well publicised guidance is available on the leeds.gov and LSCP websites for members of the public and practitioners on how to report child safeguarding concerns.
- **External partners** - Challenge and scrutiny from external experts, leading practitioners and the extensive use of research to inform practice. Leeds' role as a Partner in Practice (PiP) has strengthened co-operation with national government and other leading local authorities.

Further actions planned

- Continued joint work in clusters to identify and support the most vulnerable children and their families in the context of the current Covid-19 pandemic. This includes ongoing development of the three newly established multi-agency Bronze groups that provide a strategic response to emerging issues at the cluster level.
- Ongoing development of the three Early Help hubs supporting cross council, multi-agency, integrated work and the early identification of need.
- Ongoing strategic developments in response to Domestic Violence and Abuse
- Ongoing [campaigns](#) such as the annual [Leeds Safeguarding Week](#) and Think Before You Send
- [Safer Leeds](#)² and the LSCP are bringing together a joined-up strategic approach to tackling youth violence, crime and exploitation.

More information

For more details on how the council and its partners are managing this risk, please refer to the Leeds Safeguarding Children Partnership Annual Report (2018/19) considered by the council's Executive Board in January 2020 and available [here](#).

² Quote from Leeds Ofsted's Inspection of Children Social Care Services Summary Report on Leeds, 2018

Safeguarding Adults Corporate Risk Assurance

Risk overview

The abuse of adults with care and support needs in Leeds can happen anywhere, be committed by anyone and can take many forms. To prevent this type of abuse and to support individuals to meet their desired outcomes should harm take place, a range of safeguarding measures are in place. Should any of these measures fail, an adult may suffer violence, serious harm and/or ultimately death. Such a tragic outcome could represent a failure in the council's legal and ethical safeguarding duties and have significant resource implications including financial costs, ombudsman enquiries and even judicial review.

Key controls in place to manage the risk

The [Leeds Safeguarding Adults Board](#) (SAB) is a multi-agency statutory partnership of organisations, including the council, that work together to both prevent and end abuse of adults with care and support needs in Leeds. The SAB has a [Strategic Plan](#) and produces an annual report which sets out specific actions that help the Board achieve its ambitions. Other controls in place to manage this risk include:

- Multi-agency [Safeguarding Adults Policies and Procedures](#), including national and regional guidance publications.
- Cross-Council Safeguarding Policy: all council staff have an obligation to protect all children, and vulnerable adults. The Policy helps employees to understand, recognise, and report a safeguarding concern.
- Undertaking safeguarding adults reviews (in accordance with the Care Act 2014).
- Safeguarding is a key theme running through all the work and priorities of [Safer Leeds](#), the city's community safety partnership.
- Checks are made by the [Care Quality Commission](#) (CQC¹), the independent regulator of health and social care in England on the quality of care in registered services.
- Clear, simple and easy to find information available on [what abuse is and how to report it](#).
- The Front Door Safeguarding Hub, an umbrella term which describes the partnership arrangements through which a wide range of safeguarding partners work to support people who have been subject to Domestic Violence and Abuse.
- A rigorous and tiered training and competency framework for front line staff.

Further actions planned

The main actions to deal with safeguarding adults can be seen in the SAB's annual report, framed around four key ambitions: Talk to me, hear my voice; Improvement awareness across all our communities; Improve responses to domestic abuse; and Learning from experience to improve how we work. The report also provides further details such as progress achieved, target dates and ratings to show how on track they are. Further actions include:

- Continuing the joint work with the NHS Leeds Clinical Commissioning Group (CCG), commissioning teams within the council and the Care Quality Commission, to ensure that quality concerns in regulated care services are picked up early and prevented from developing into safeguarding concerns.
- Ongoing promotion and awareness of safeguarding across the city, including the annual Safeguarding Week and the [16 Days of Action](#) and [White Ribbon campaigns](#).

More information

The Leeds Safeguarding Adults Board annual report 2018/19 is available [here](#).

¹ The CQC monitors, inspects and regulates services to make sure they meet fundamental standards of quality and safety. It sets out what good and outstanding care looks like and makes sure services meet fundamental standards below which care must never fall.

City Resilience (including major flooding) Corporate Risk Assurance

Risk overview

Leeds, like any other major city, can suffer disruption caused by the impact of a major incident or emergency. Recently the city, its people and communities have experienced disruption from adverse weather and major flooding and continue to live with the impacts of the coronavirus pandemic. Planned events such as cultural, sporting and protest processions requiring road closures can also place pressure on the city's infrastructure. The risk would be exacerbated should more than one major incident occur in the city at the same time. Disruption can impact for several hours, days, weeks and even months whilst response and recovery is completed.

Key controls in place to manage the risk

- A dedicated Resilience and Emergency Team to co-ordinate the council's response to a major incident and an emergency control centre to operate from.
- Promotion and use of [Leeds Alert](#), the council's free warning and informing system to send out emergency alert messages to businesses registered with the scheme.
- A 'top down' approach to managing risks based on the National Security Risk Assessment which compares, assesses and prioritises all major disruptive risks to the UK's national security. This informs the West Yorkshire Community Risk Register which in turn forms the basis of multi-agency planning between the council and partner organisations for the West Yorkshire region.
- A wide range of emergency and continuity plans which are regularly tested and exercised.
- Specifically on flood risk management, the flood alleviation scheme ([Phase 1](#)) which reduces the risk of flooding in the city centre.

Further actions planned

The main actions relating to the council's response to, and facilitating the recovery from, the coronavirus pandemic in conjunction with our broader partners are seen in the Response and Recovery Plan submitted to Executive Board each month (please refer to the Coronavirus risk assurance above for more information). More general actions relating to the City Resilience risk include:

- Ongoing work with businesses and other organisations to develop greater resilience in the city.
- Promoting community resilience by effective communications with the public.
- Working closely with other local authorities and partners that together form the West Yorkshire Resilience Forum for preparedness to respond to major and often cross boundary emergencies.
- Working together with partners from the Safety Advisory Group to ensure events in Leeds are delivered safely.
- Continuing to support national counter-terrorism campaigns and initiatives.
- Progression of the flood alleviation scheme ([Phase 2](#)) and the development of local initiatives to reduce the risk of flooding across Leeds to improve the resilience and self-reliance of communities.

More information

- Information on how to prepare for and respond to [emergencies](#) can be found on the council's [leeds.gov](#) website.
- The West Yorkshire Police website contains details of the [West Yorkshire Resilience Forum](#) and the [West Yorkshire Community Risk Register](#).
- Details of the work undertaken with a range of partners across the region to deliver [flood alleviation](#) schemes is available on the council's website.

Climate Change Corporate Risk Assurance

Risk overview

The climate change threat is one of the greatest challenges facing this and future generations across the world. More extreme and more frequent severe weather, such as flooding and heatwaves, will impact on the people, communities, infrastructure, economy and natural environment of Leeds unless there is joined-up and concerted effort to adapt how we live and to mitigate the effects of climate change.

Key controls in place to manage the risk

The council has a significant role to play in tackling climate change, leading by example in adapting our own operations to reduce emissions and supporting businesses, households and individuals to do the same, and also in helping to reduce the impacts of extreme weather events on Leeds. A number of the controls are detailed in the city and council resilience risks seen elsewhere in this report with additional climate change-specific controls including:

- Facilitation and support is provided by a dedicated team of staff with specialist knowledge and experience¹, and with representation at a senior level within the organisation.
- The [Leeds Climate Commission](#) informs the work we do to tackle climate change. The Commission brings together key organisations and actors from across the city and from the public, private and third sectors and helps Leeds make positive choices on issues relating to energy, carbon, weather and climate.
- The [Climate Emergency Advisory Committee](#) is authorised to consider and make recommendations regarding climate change and sustainability.
- Working with West Yorkshire Combine Authority (WYCA) to deliver the [Connecting Leeds Transport Strategy](#), which includes the promotion of public transport usage and active travel.

Further actions planned

Tackling the climate change risk is everybody's responsibility. The council is working with major bodies across Leeds and encouraging smaller businesses to play their part in reducing their carbon footprint. Our plan is to:

- Develop greater resilience to extreme weather in the city, for example to help mitigate the impact of major .
- Promote further community resilience through effective communications with the public.
- Reduce the level of greenhouse gas emissions from the city to net zero by 2030 by:
 - reducing our own carbon footprint, from all the council's operations, to net zero by 2025
 - supporting businesses and homeowners to implement energy efficiency and renewable energy projects
 - promoting cycling, walking, the use of public transport and zero emission vehicles
 - promoting a less wasteful, low carbon economy
 - building sustainable infrastructure, including large scale renewables
 - helping residents reduce their own carbon footprints
 - undertaking an extensive tree planting programme to offset any emissions which remain
- The actions that the council can take within the powers and resources currently at its disposal will not, however, be sufficient to move the city to a net zero carbon position. There are many areas where government policy changes are required and where further funding is needed.

The impact of coronavirus on our response to the climate emergency is complex, but presents significant opportunities presented by the reduction in travel and encouraging more active travel. As we move out of lockdown and towards a longer lasting new 'normal' we will need to restate our carbon reduction ambition for the city, bringing a renewed focus to this vital work. This could encompass promoting more sustainable and healthy movement of people; new ways of working, adopting digital technology and home working; emphasising the value of green spaces and reviewing the role of spatial planning in pursuing low carbon; and influencing consumer behaviour and increasing recycling.

More information: Further details about the actions we are taking can be seen in our [Climate Emergency Report](#).

¹ It should be noted that key members of the Sustainable Energy and Air Quality Team are currently helping to lead and manage the council's response to Covid-19 and so have been temporarily diverted from their climate change roles.

Council Resilience Corporate Risk Assurance

Risk overview

This risk relates to significant disruption to the delivery of council services and the failure to effectively manage and recover back to 'business as usual'. Disruptive incidents, such as a major IT failure, adverse weather or industrial action, can arise from many sources and lead to reductions or even prolonged suspension of council services - as is the case currently with the coronavirus pandemic. When critical front line services are disrupted, this can result in communities and vulnerable people in particular being impacted.

Key controls in place to manage the risk

The controls in place are designed to ensure that the council can continue to provide its critical or prioritised services or functions in the event of an incident or disruption.

- A well-established Business Continuity Policy and Strategy set out the plans to deal with any disruption and a Business Continuity Management (BCM) Toolkit contains information, guidance and templates for use by council services.
- The Emergency Management Plan (EMP) which covers both response and recovery can be activated should a significant, prolonged and widespread business continuity event occur.
- The council's ability to quickly assemble a team of officers to deal with a major disruption event alongside our partner organisations is currently being demonstrated with Covid-19.
- Business Continuity Plans (BCPs) are in place for all critical council services that document the actions required to protect those services should a disruptive incident or emergency occur. The plans were reviewed in readiness for the impact of EU Exit and activated recently to deal with coronavirus.
- Arrangements are in place to warn and inform the public and businesses about incidents, such as through Leeds Alert.
- The council's Resilience & Emergencies Team provides advice and guidance across the whole organisation to support these business continuity arrangements.

Further actions planned

- Ongoing work as part of the city's multi-agency response to and recovery from coronavirus.
- Continue to learn from business continuity incidents and contribute to any lessons learned from them at local, regional and national level.
- Regular review, revision and exercising of business continuity plans and arrangements.
- Continue to identify new threats and hazards and to prepare and plan our capabilities to be able to respond and recover from them should any occur.
- Council directors playing into the annual West Yorkshire Resilience Forum 'Gold' exercise
- Provision of advice and assistance to business and voluntary sector²

More information

For more details on how the council manages this risk, please refer to the [Annual Business Continuity Report](#) considered by the authority's Corporate Governance and Audit Committee.

² The Civil Contingencies Act 2004 requires local authorities to provide advice and assistance to those undertaking commercial activities and voluntary organisations in relation to business continuity management.

Health and Safety Corporate Risk Assurance

Risk overview

Should a serious health and safety (H&S) incident arise from the many services that the council provides or commissions, it could result in death, injury or chronic ill-health to a wide range of stakeholders including service users and staff. If things go wrong, regulatory and enforcement bodies such as the [Health and Safety Executive](#) (HSE) could undertake investigations into the council and this may require the suspension of services or closure of buildings.

Key controls in place to manage the risk

- **Health, Safety and Wellbeing Policy and Strategy** – setting out the council's commitment to H&S. The Strategy includes a set of refreshed priorities such as stress, mental health and muscular-skeletal disorders as well as the H&S roles and responsibilities of all staff.
- **Roles and responsibilities** - Professionally qualified staff including the Head of Health, Safety and Wellbeing and a team of H&S Advisers and Occupational Health Practitioners. All council staff also have H&S responsibilities and a number are trained as Mental Health First Aiders.
- **H&S training, advice and support** – available internally for staff and elected members. Regular communications and engagement on health, safety and wellbeing matters take place, this being a particularly high priority during the current coronavirus pandemic.
- **Processes & reporting** – Regular reporting on H&S issues and performance to a range of internal stakeholders, including the Health, Safety and Wellbeing Priority Board' Corporate Health, Safety and Wellbeing Committee; the Corporate Leadership Team (consisting of the council's Chief Executive and directors) and the Executive Board. An annual report to the Executive Board is produced which demonstrates how duties set out in the council's Health and Safety Policy are discharged.
- **Co-operation & Consultation** – between managers and employee representatives on H&S issues with specialist working groups also covering specific areas such as asbestos, social care and outdoor education. Best practice is shared between the council and other organisations.
- **Working with partner organisations** – essential pro-active maintenance of council buildings, schools and housing stock is carried out with contractors. A Fire Safety Concordat is also in place between the council and the West Yorkshire Fire & Rescue Authority (WYFRA). It is intended to provide a framework to ensure that the roles and responsibilities of the two organisations are effectively translated into practical working arrangements.

Further actions planned

Over the coming months risk management actions will be focused on how council services can recover from the coronavirus pandemic whilst maintaining health, safety and wellbeing standards and adapting to any significant changes required: for example, an increased use of PPE amongst staff. Following the UK's exit from the European Union, work will also take place to keep abreast of any changes in Health and Safety legislation that result.

Further information

- The council's latest Health, Safety and Wellbeing Performance and Assurance report was considered by the Executive Board in July 2019 and is available [here](#).
- The [Care Quality Commission](#) is the independent regulator of health and adult social care in England. They monitor, inspect and regulate services to make sure they meet standards of quality and safety.

Information Management and Cyber Security Corporate Risk Assurance

Risk overview

Failure to manage personal information properly could cause distress, harm or even death to individuals, with the council facing legal and enforcement action, fines and loss in public confidence. Linked to information management, the council's digital infrastructure is under constant attack from malicious sources attempting to disrupt the confidentiality, availability and integrity of our information or bring our systems and applications to a standstill, severely impacting our ability to deliver critical services. These risks require extensive management and treatment by the council.

Key controls in place to manage the risk

The council has adopted a wide range of controls to ensure the resilience of the information governance arrangements and IT systems. These cover the following themes:

- **People** – Roles and responsibilities are clearly set out, including a Senior Information Risk Owner, Data Protection Officer and a Caldicott Guardian (a senior person responsible for protecting the confidentiality of people's health and care information). Mandatory training for elected members and staff and internal guidance on managing information and cyber security is also provided through which the message is reinforced that this risk is everyone's responsibility.
- **Policies and processes** – are in place that are fit for purpose and reflect legislative requirements- In particular the General Data Protection Regulation (GDPR) and Data Protection Act (2018) - including those for Information Assurance and Information Sharing.
- **Technology** – Protection, such as 'firewalls' to prevent breaches of the council's IT network, and passwords to protect information held on council devices and systems.
- **Assurance and Compliance** – Information management forms part of the council's Annual Governance Statement which reports on the effectiveness of the council's internal controls, reviews and inspections (internal and external) and adopting compliance regimes such as the government's Public Services Network (PSN)¹ Code of Connection and the Data Protection and Security Toolkit for Health.

Further actions planned

- Review of interim information security measures for staff working at home and use of technology in response to the coronavirus pandemic.
- Update of the Information Management Strategy.
- Ongoing work to retain the council's PSN compliance.
- Commencement of the Paper Rationalisation programme.

More information

- An annual report is considered by the council's Corporate Governance and Audit Committee which details the steps being taken to maintain and improve the authority's information governance. The most recent report from March 2020, which includes the annual report of the Caldicott Guardian, is available [here](#).
- The [Information Commissioner's Officer \(ICO\)](#) website. The ICO is an independent authority upholding information rights in the public interest, promoting openness by public bodies and data privacy for individuals.
- The National Cyber Security Centre also has a [Public Sector](#) information and guidance page.

¹ PSN Code of Connection (CoCo) is an independent security assessment of external and internal network infrastructure and devices.

Annexe 1: Leeds City Council's Risk Evaluation Matrices

The tables below give guidance on assessing risks on a scale of 1 to 5 in terms of their probability and impact, based on the current controls in place. Together, the two scores combine to give a risk rating. Additional notes to help make an assessment and the risk map used to determine the rating are on the next page.

Qualitative and quantitative descriptions are included to help evaluate a broad range of risks and give a level of consistency across the council's risk registers. However, you may have additional criteria you want to consider when carrying out your risk assessment or it may be that you need to adjust the thresholds up or down in an impact area such as finance / cost so please treat the tables below as a starting point. Also please bear in mind that risks will change (e.g. new information becomes available; the environment changes) so you will need to review your risk assessments frequently and adjust them as necessary.

Probability					
Probability score	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Probable	Almost certain
Frequency <i>How often might it / does it happen</i>	This will probably never happen / recur	Not expected to happen / recur	Might happen or recur occasionally	Will probably happen / recur but it is not a persisting issue	Will undoubtedly happen / recur, possibly frequently
Likelihood <i>Will it happen or not over the risk timescale</i>	Less than 5% chance	Around 10% chance	Around 25% chance	Around 60% chance	Around 90% chance

Impact					
Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Health & Safety <i>Impact on the safety and wellbeing of the public and staff</i>	No ill effects.	Short-lived / minor injury or illness that may require First Aid or medication. Small number of work days lost.	Moderate injury / ill-effects requiring hospitalisation. Risk of prosecution from enforcement agencies.	Single fatality and/or long-term illness or multiple serious injuries.	Multiple fatalities and / or multiple incidences of permanent disability or ill-health.
Environment / community	No effect on local infrastructure, communities or the environment.	Superficial damage to local infrastructure (e.g. minor road) but little disruption caused.	Medium damage to local infrastructure (e.g. minor road) causing some disruption.	Key elements of local infrastructure (e.g. school, major road) damaged causing major disruption.	Extensive damage to critical elements of local infrastructure (e.g. school, hospital, trunk road) causing prolonged disruption.
Impact score	1	2	3	4	5
Descriptor	Insignificant	Minor	Moderate	Major	Highly significant
Service interruption¹	Negligible. No impact on services.	Minor inconvenience for service users and staff. Services quickly restored.	Some client dissatisfaction but services restored before any major impacts.	Major disruption to service delivery. This could be through a single event or a series of outages.	Massive disruption to services. Recovery difficult or even impossible.
Staff	No impact on staff or service delivery.	Short-term low staffing level that temporarily reduces service quality. No impact on staff morale.	Medium-term low staffing level / insufficient experienced staff to deliver quality service. Some minor staff dissatisfaction.	Late delivery of key objective / service due to lack of experienced staff. Low staff morale.	Non-delivery of key objective / service due to lack of experienced staff. Very low staff morale.
Finance / cost² <i>Impact on relevant budget (e.g. service, project). Includes risk of claims/ fines.</i>	No or minimal financial cost. Budget risk register: £0 - £499k	Losses / costs incurred of 1-2% of budget. Budget risk register: £500 - £999k	Losses / costs incurred of 3-5% of budget. Budget risk register: £1000k - £1,499k	Losses / costs incurred of 6-10% of budget. Budget risk register: £1500k - £1999k	Losses / costs incurred of more than 10% of budget. Not covered by insurance. Budget risk register: Over £2m
Statutory duties / inspections	No or minimal impact or breach of guidance / statutory duty.	Minor breach of statutory legislation / regulation. Reduced performance rating if unresolved.	Single breach in statutory duty. Challenging external recommendations / improvement notice.	Several breaches in statutory duty. Enforcement action and improvement notices. Critical report. Low performance rating.	Multiple breaches in statutory duty. Prosecution. Complete systems / service change required. Severely critical report. Zero performance rating.
Projects / Programmes <i>(Time / Cost / Quality – for Cost impacts see 'Finance / cost' above)</i>	Little or no schedule slippage. No threat to anticipated benefits & outcomes.	Minor delays but can be brought back on schedule within this project stage. No threat to anticipated benefits & outcomes.	Slippage causes delay to delivery of key project milestone but no threat to anticipated benefits / outcomes.	Slippage causes significant delay to delivery of key project milestone(s). Major threat to achievement of benefits / outcomes.	Significant issues threaten entire project. Could lead to project being cancelled or put on hold.
Reputation <i>Adverse publicity</i>	No adverse publicity. Rumours.	Single adverse article in local media or specific professional journal that is not recirculated (e.g. through social media). Leeds City Council one of a number of agencies referred to.	A number of adverse articles in regional / social media mentioning Leeds City Council. Some recirculation via social media. Single request for senior officer / member to be interviewed on local TV or radio. Adverse reaction by Leeds residents in YEP / social media / online forums. Short-term reduction in public confidence.	Series of adverse front page / news headlines in regional or national media. Wider recirculation via social media. Sustained adverse reaction by Leeds residents in YEP / social media etc. Repeated requests for senior officer / member to be interviewed on local TV or radio. Long-term reduction in public confidence.	Sustained adverse publicity in regional media and / or national media coverage. Extensive / prolonged recirculation via social media channels. Repeated requests for Council Leader / Chief Executive to be interviewed on national TV or radio. Possible resignation of senior officers and / or elected members. Total loss of public confidence, potential government intervention.

¹ No timescales for interruptions have been given as the impact will vary from service to service and across the year. For example, a service interruption or outage of 1 day might be inconvenient for some services but critical for others. Equally, an outage of 1 day during the Christmas holidays might have no impact on many services but if this came at a particularly important time of the business cycle, it could cause significant issues. Services, particularly those deemed as 'critical' Council services, should consider their business impact analyses and business continuity plans when making this assessment.

² The budget risk register impact scores are defined by the Council's Financial Management service.

Additional notes

Probability

If you're not sure about the percentage chance of a risk happening over a given timescale and you don't have the data to assess its frequency, use the probability descriptors (i.e. 'Unlikely', 'Almost certain' etc.) to determine the most suitable score. The risk timescale – i.e. the period of time during which the risk could materialise – will vary according to the type of risk it is. For example:

- For a budget risk, it might be expected to materialise over this financial year or over the period of the Medium Term Financial Plan.
- For a project risk, it could be either over the whole of the project lifecycle or for a particular phase within the project.
- With regard to an event, the timescale will be from now until the date of the event.
- For a number of the more cross-cutting strategic risks such as those on the corporate risk register, it is likely that the risk could materialise at any time. In these instances, it would be useful to consider the frequency: e.g. has this ever happened in the past in Leeds and, if so, how often and how recently? Has anything changed to make the risk more likely to occur?

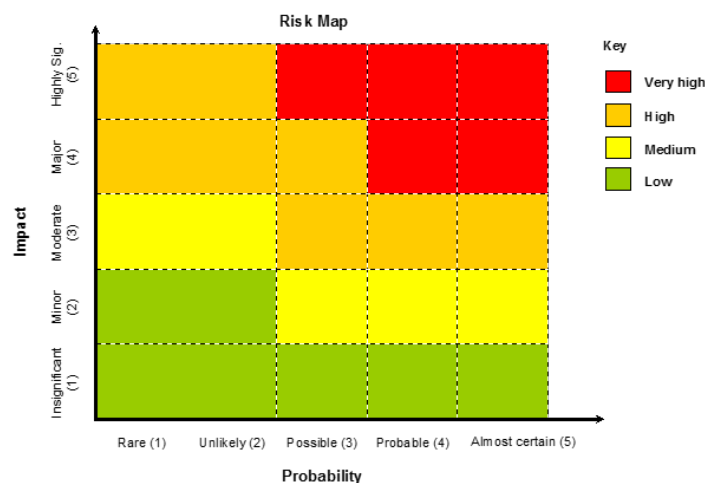
Impact

Many risks could have a range of consequences: for example, a Health & Safety breach could affect an individual as well as lead to reputational and financial damage for an organisation. It's therefore possible that you assess the risk as having an impact of '3' using the Health & Safety impact, '2' for Finance and '4' for reputation.

Although you could break the risk down into several different risks covering all these areas and then score each of them to address the varying impact scores, often this can crowd a risk register and take the focus away from the actual risk 'event': i.e. the Health & Safety incident. Where possible, it's better to have one risk and use your best judgement to give an overall single impact assessment score. In the example above, this might be a '3' if you were to average the three impact scores or '4' if you decided to go with a worst-case scenario.

Risk Rating

When you've assigned probability and impact scores to each of your risks, you can plot them on a risk map to give you the overall risk rating.



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Report author: Nigel Street
Tel: 3788671

Report of the Director of Resources and Housing

Report to Scrutiny Board (Strategy and Resources)

Date: 7 September 2020

Subject: Business continuity planning during COVID 19

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☐ Yes ☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ No

1. Purpose of this report

- 1.1 The purpose of this report is to inform Scrutiny Board Strategy and Resources on how LCC's Business Continuity Plans performed and supported the council's critical services during the initial days of the COVID 19 outbreak and how the outbreak will inform business continuity going forward.

2. Background information

- 2.1 The Civil Contingencies Act 2004 made it a statutory duty of all Category 1 responders (which includes local authorities) to have in place Business Continuity Plans to be able to continue to deliver critical aspects of their day to day functions in the event of an emergency or disruptive incident. Category 1 responders are likely to be at the core of the response to most emergencies and along with Local Authorities includes Police, Fire & Rescue, NHS, Ambulance Service and Environment Agency etc.
- 2.2 In 2012 Leeds City Council initiated a Business Continuity Programme to coincide with the publication of BS ISO 22301:2012 'Business Continuity Management Systems – Requirements'. The programme was successfully completed in September 2015 and transferred into the business as usual activities of the Resilience & Emergencies Team, Resources & Housing Directorate.

- 2.3 Business Continuity Plans are documented procedures that guide organisations to respond, recover, resume and restore the continuity of critical/prioritised services and functions in the event of an emergency or disruptive incident. The scope of a Business Continuity Plan includes arrangements for loss of staff, loss of accommodation/work place, loss of information communication technology (including access to data), and loss of key supplies and suppliers. Services complete a Business Impact Analysis to identify any critical functions and whether a Business Continuity Plan is required.

3. Main issues

- 3.1 Covid has provided an unprecedented test of business continuity for all organisations. The response from the council and partners has been significant, and members will know from their regular updates and Executive Board papers just how many council services did continue despite the pandemic. This report describes the process of what happened with business continuity issues rather than descriptions of each service.
- 3.2 At lockdown, the services fell into the following very broad categories:
- those where colleagues could work from home, including the contact centre and a range of other services, approximately 8000 staff worked from home
 - those essential services that could continue with social distancing or PPE e.g. care and refuse
 - those services which had to close e.g. sports, libraries etc.
- 3.3 There are currently 82 Business Continuity Plans for critical services owned and maintained by services and functions across the 5 LCC directorates. Of these 26 fall within the remit of the Strategy and Resources Scrutiny Board. Details of these service areas are attached at Appendix 1 to this report.
- 3.4 Although Business Continuity Plans were able to support critical services with the initial impact of COVID 19, as the scale of the outbreak increased at pace into an unprecedented major emergency that affected every service in many different ways, it quickly became clear that new ways of working had to be considered and implemented to support the scope of LCC's Business Continuity Plans.
- 3.5 On 5 March, the Resilience & Emergencies Team emailed a message to managers and officers responsible for LCC's critical services requesting them to review their Business Continuity Plans in readiness for the potential impact of COVID 19 paying particular attention to loss of staff, loss of workplace and loss of key suppliers and supplies – three areas likely to be impacted by COVID 19.
- 3.6 Fortunately, most Business Continuity Plans had been reviewed and updated in the months preceding COVID 19 as part of the planning for a 'no deal' EU Exit, particularly in relation to loss of staff and loss of key suppliers and supplies.
- 3.7 An overwhelming response was received. All Business Continuity Plans were reviewed in light of COVID 19 with many having specific COVID 19 revisions and at the very least providing confidence that all managers had to some degree considered the potential impact of COVID 19 on their service.

- 3.8 Also on 5 March, the Resilience & Emergencies Team issued a Leeds Alert ‘warning and informing’ message to businesses and organisations in Leeds providing links to COVID 19 related information from Department of Health & Social Care, NHS England and Public Health England including a link to the Government’s COVID 19 Action Plan. The information aimed to provide businesses and organisations with guidance to review and prepare their Business Continuity Plans and arrangements in readiness to respond to an increase in COVID 19 cases and the potential impact.
- 3.9 On 17 March a small team was established by Helen Freeman, Chief Officer, Environmental Services to look at business continuity, service prioritisation and communications planning. The team included, Andy Dodman, Chief Officer HR, and officers from both the Resilience & Emergencies and Communications Teams. A key action coming out of the group was to engage Heads of Service to progress with a service prioritisation exercise for operations and functions not covered by Business Continuity Plans. This was to ensure that all services give consideration to service reduction through potential staff absence due to COVID 19, whether due to self-isolation or having staff reallocated to work elsewhere supporting LCC’s more critical services.
- 3.10 On 20 March, Leeds City Council declared a major incident along with the other four West Yorkshire councils and the West Yorkshire Local Resilience Forum (WYLRF).
- 3.11 As cases of COVID 19 rapidly increased, the definition of a major incident under the Civil Contingencies Act 2004 became reality;
- “A major incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security”
- 3.12 On 24 March a message went to the Best Council Leadership Team informing them that the Government had announced additional stringent measures to tackle the spread of COVID 19. The restrictions would affect the ability to continue to deliver certain services which is exacerbated by the increase in staff absence from work and the impact this is having on business continuity.
- 3.13 Managers had to activate their Business Continuity Plans and arrangements against a rapidly escalating scenario to try to maintain business as usual operations with a focus on the more critical aspects of the service. However, within 7 to 14 days, Business Continuity Plans began to require additional emergency support. This is because Business Continuity Plans are developed based on risks identified by the manager as being of a threat to the business as usual activities of the service. Even though loss of staff due to a flu pandemic is included as a generic risk, the impact of COVID 19 was far beyond expectation and had severe consequences (on a global scale) with the result that Business Continuity Plans required rapid emergency support through new ways of working and service prioritisation.
- 3.14 A point of learning is that as Business Continuity Plans are managed and activated at service level, it will be essential that any learning from the initial response to COVID 19 is captured by managers and used to inform the Business Continuity Plans in preparedness for any future waves. The need to review Business Continuity Plans in light of COVID 19 has already been prompted in recent correspondence to managers and will continue to be amplified going forward.

- 3.15 An Essential Service Planning Framework was developed to support existing Business Continuity Plans. The framework determined the distinction between essential/non-essential services and the ability to deliver each. The framework helped to identify services and functions of high priority requiring specific intervention and support. Three overarching principles were established:
- The protection of customers particularly the vulnerable; and
 - The protection of the health and safety of all staff;
 - Ensuring compliance with the Public Health and Government advice and guidance.
- 3.16 Underpinning the principles were a series of five priorities. Each service had to consider and identify which of the following scenarios they fit into, to help determine priority and action:
- **Priority 1.** Immediate action needed to resource up and/or adapt the manner in which the service is delivered, communicate changes to stakeholders (i.e. care/refuse).
 - **Priority 2.** Need to adapt/scale back service delivery and communicate to stakeholders. Need to closely review staffing resources to ensure service continuity (i.e. home visits/housing/community hubs/schools).
 - **Priority 3.** Need to ensure staffing numbers and infrastructure is maintained and service continued (i.e. contact centre/business support centre).
 - **Priority 4.** Service resource to safely transfer to support Priorities 1, 2 & 3 + volunteering.
 - **Priority 5.** Continue service delivery but redeployment of resource may be necessary to the essential services above as and when necessary.
- 3.17 A COVID 19 'Silver' Working Group was established, chaired by Neil Evans, Director, Resources & Housing supported by Chief Officers from each directorate in order to ensure a strong link into each of their leadership teams.

The primary responsibilities of the group was to:

- Be responsible for identifying the highest priority issues for the organisation and coordinating further necessary work to resolve them.
- Ensure that effective processes for identifying and managing related risks are maintained through the council's normal risk management and business continuity procedures, and that these processes are enhanced as required in response to specific intelligence and guidance.
- Ensure that guidance and communication received from the UK Government, NHS and Public Health England is fully considered by and acted on by council services and is incorporated in the framework for the process of service resumption.
- Ensure that guidance and communications received from the UK Government, NHS and Public Health England has been communicated to the organisation, where appropriate.
- Provide updates on the council's plans and progress around recovery and liaison with CLT, BCLT, elected members and others as appropriate.

- 3.18 The COVID 19 'Silver' Working Group continue to meet weekly to explore how services that have continued during the outbreak can maintain and build on their effectiveness and to oversee the resumption of services that had ceased to operate.

There is close liaison and consultation with Trade Unions regarding service resumption to the effect that a Trade Union Convenor is invited to attend each Group meeting.

The Group oversee the resumption of services by reference to the 'Service Recovery & Resumption Plan' which was initiated in May. The plan is an internal tracking document to ensure that a strategic overview is maintained for services resuming. The plan is scoped into phases or stages, commencing with services resuming in May (Phase 1) through to August (Phase 4). The plan is updated on a rolling basis and continues to remain the key service resumption progress tracking document.

- 3.19 A regular Councillor/MP email continues to be issued providing up to date information relating to the outbreak response and recovery including progress with service resumption.
- 3.20 Progress relating to service resumption is also detailed in the Executive Board Covid-19 Update Reports considered at the March, April, May, June and July meetings.
- 3.21 As the outbreak moves further into recovery and service resumption, it is an opportunity to reflect on the initial response capturing learning to inform review and revision of Business Continuity Plans – essential in the event of a second wave of COVID 19 occurring. The review will also be timely in preparation for EU Exit.

Key areas for many services will be:

- Loss of staff, whether through illness or having to self-isolate, or mental health issues due to new anxieties relating to feeling safe at work, job security, personal finances etc. .
- Loss of information communication technology, making sure data and systems are accessible to staff working remotely and that staff are properly equipped to work from home.
- Loss of key supplies and suppliers, social distancing has significantly changed business operating models resulting in supply chain disruption.

- 3.22 Each Directorate Resilience Group has a lead role in the development of their business continuity plans and arrangements – and will be reviewing the performance of their business continuity arrangements during the outbreak and using the findings to inform further development of plans. There may be additional services identified that require development of Business Continuity Plans.
- 3.23 The centrally managed annual review process will continue to make sure that each Business Continuity Plan is reviewed and revised as a minimum each year. The process requires managers to review the content of their services Business Continuity Plan, ensuring that it continues to reflect the needs of the service. It is also important that key contact details are reviewed and revised as part of the process as contact details (for staff and suppliers) are areas that are regularly subject to change. The Resilience & Emergencies Team complete a quick check

post review to satisfy that the annual review has been completed. Reviews may be prompted at other times for example after activation, or testing where further revisions may be identified.

- 3.24 Although managers are responsible for any testing or exercising carried out on their Business Continuity Plans, the Resilience & Emergencies Team can offer support in developing and facilitating testing and exercising. This includes the offer of a short table top exercise comprising of generic scenarios (loss of premises, loss of ICT etc.), but can also be adapted to include any specific scenarios requested of the manager.
- 3.25 The Annual Business Continuity Report to the Corporate Governance & Audit Committee due in December will provide assurances that the arrangements are fit for purpose, up to date, are routinely complied with, have been effectively communicated and are monitored. The continued encouragement and support from the Committee over the years has been instrumental in delivering and maintaining LCC's Business Continuity Programme.
- 3.26 There are few benefits coming out of the COVID 19 outbreak. However, having a more mobile and flexible workforce and the wider use of information communication technology are just two benefits. A third would be for COVID 19 to raise the profile and value of Business Continuity Management even further so that the council continues to develop its critical service resilience in the coming years whether for business as usual disruption or a major emergency such that as presented by the COVID 19 outbreak.

4. Corporate considerations

4.1 Consultation and engagement

- This item is a factual report and therefore is not subject to consultation. However, Scrutiny Board Chairs were consulted on the report in July 2020 with a view to scrutiny boards reflecting on business continuity as part of their work programmes in 2020/21. Throughout Covid there has been member engagement where possible in relation to service changes, and there has been extensive communications of the impact.

4.2 Equality and diversity / cohesion and integration

- There are no specific equality and diversity/cohesion issues associated with this report.

4.3 Council policies and the Best Council Plan

- Business Continuity forms part of the Council's risk management processes which underpin the achievement of the ambitions and all outcomes and priorities within the Best Council Plan.

Climate Emergency

- Since this is a factual report detailing the Council's Business Continuity during the Covid-19 pandemic there are no specific climate implications captured,

although these are captured in other reports e.g. implications of people working from home, less travel etc.

4.4 Resources, procurement and value for money

- There are no specific financial implications included in this report, there has been detailed financial reports about the pandemic to each Executive Board.

4.5 Legal implications, access to information, and call-in

- There are no legal implications arising from this report.

4.6 Risk management

- Business Continuity forms a key part of the councils overall risk management methodology and processes, ensuring that business as usual processes are maintained wherever possible during an emergency. A risk management update has been provided in the regular Executive Board report.

5. Conclusions

- 5.1 The deployment of business continuity plans has played a key role in ensuring that business as usual functions have been maintained, where possible and in line with government guidance, by the Council as the pandemic escalated in March. Since that time the Council has moved to develop new ways of working that have enabled services to be delivered differently or resumed as the pandemic and the approach to it has evolved. The service changes have been reported through regular member updates, Executive Board reports and to the public as well.

6. Recommendations

- 6.1 The Scrutiny Board to note the contents of this report and identify any areas for future scrutiny work related to Business Continuity and the development of new ways of working resulting from the COVID 19 pandemic.

7. Background documents¹

- 7.1 None.

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

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Appendix 1

The following business continuity plans fall within the remit of the Strategy and Resources Scrutiny Board:

Communities & Environment

Service Area/Function	Management Review Due
ELECTIONS & REGULATORY Taxi & Private Hire Licensing Section	Due 10/2020
ELECTIONS & REGULATORY Licensing & Registration: Registrars	Due 10/2020
ELECTIONS & REGULATORY Entertainment Licensing	Due 10/2020
ELECTIONS & REGULATORY Electoral Services	Due 10/2020
ELECTIONS & REGULATORY Land & Property Search Service	Due 10/2020

Resources and Housing

Service Area/Function	Management Review Due
Print Management	Due 07/2020
Facilities Management	Due 09/2020
Passenger Transport Service & Community Meals Leeds	Due 07/2021
Fleet Services Services & Maintenance	Due 07/2021
Business Support Centre	Due 11/2020
Catering Contract Teams 1 & 2	Due 12/2020

Facilities Service Mail Room/Record Management Facility	Due 05/2020
Cleaning & Guarding Cleaning Area A & B Education Cleaning Area 1, 2 & 3	Due 09/2020
Cleaning & Guarding Static Guards	Due 03/2021
Health & Safety	Due 05/2020
D&IS Service Development	Due 02/2021
D&IS Operational Services/Service & Infrastructure Including Application & End User Services	Due 11/2020
Resilience & Emergencies Team	Due 02/2021
Treasury	Due 11/2020
Financial Administration (Housing) Including Rents, Lease Holders, Right to Buy (previously Environment & Housing Operational)	Due 03/2021
Communications & Marketing: Press & Media Relations	Due 09/2020
Audit & Investment: Insurance & Claims	Due 07/2020
Legal Services	Due 01/2021

Member & Lord Mayor Support Groups Conservative, Labour, Small Groups/Independents and Lord Mayors Office	**NEW** WIP
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City Development

Service Area/Function	Management Review Due
Events Team	Due 01/2021
Leeds Town Hall	Due 06/2021

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Report of the Head of Democratic Services

Report to Scrutiny Board (Strategy and Resources)

Date: 7 September 2020

Subject: Scrutiny review of resilience and emergency planning – recommendation tracking update.

Are specific electoral wards affected?	☐ Yes	☒ No
If yes, name(s) of ward(s):		
Has consultation been carried out?	☐ Yes	☒ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes	☒ No
Will the decision be open for call-in?	☐ Yes	☒ No
Does the report contain confidential or exempt information?	☐ Yes	☒ No
If relevant, access to information procedure rule number:		
Appendix number:		

1 Purpose of this report

- 1.1 This report sets out the progress made in responding to the recommendations arising from the previous Scrutiny review around resilience and emergency planning.

2 Background information

- 2.1 The Council's city-wide resilience and emergency planning functions fall within the remit of the Council's Strategy and Resources Scrutiny Board and last year the Board agreed to undertake further scrutiny of current resilience and emergency planning arrangements in Leeds, particularly in light of good practice and learning stemming from local incidents and emergencies, but also in the context of other national major incidents and events.
- 2.2 The Board decided to consider this matter via a working group meeting, which took place on 28th February 2019. The findings of the working group informed a formal Statement of the Scrutiny Board, which was agreed in April 2019.
- 2.3 In September 2019, the Scrutiny Board received a formal response to the recommendations arising from this review.

- 2.4 This item was scheduled to come to the March meeting of the Strategy and Resources Scrutiny Board which was cancelled as a result of the emerging Covid-19 pandemic. Given the wider agenda which includes items on Business Continuity during Covid-19 and Risk Management it was determined that this report should now feature on this agenda.

3 Main issues

- 3.1 The Scrutiny recommendation tracking system allows the Scrutiny Board to consider the position status of its recommendations in terms of their on-going relevance and the progress made in implementing the recommendations based on a standard set of criteria. The Board will then be able to take further action as appropriate.
- 3.2 This standard set of criteria is presented in the form of a flow chart at Appendix 1. The questions in the flow chart should help to decide whether a recommendation has been completed, and if not whether further action is required. Details of progress against each recommendation are set out within the table at Appendix 2.

4 Corporate Considerations

4.1 Consultation and Engagement

- 4.1.1 Where internal or external consultation processes have been undertaken with regard to responding to the Scrutiny Board's recommendations, details of any such consultation will be referenced against the relevant recommendation within the table at Appendix 2.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 Where consideration has been given to the impact on equality areas, as defined in the Council's Equality and Diversity Scheme, this will be referenced against the relevant recommendation within the table at Appendix 2.

4.3 Council Policies and Best Council Plan

- 4.3.1 Effective management of the range of risks that could impact upon the city and the council supports the delivery of all Best Council Plan outcomes and priorities.

Climate Emergency

- 4.3.2 Climate change is leading to more frequent extreme weather events, which is increasing the importance of resilience and emergency planning.

4.4 Resources and Value for Money

- 4.4.1 Details of any significant resource and financial implications linked to the Scrutiny recommendations will be referenced against the relevant recommendation within the table at Appendix 2.

4.5 Legal Implications, Access to Information and Call In

4.5.1 This report does not contain any exempt or confidential information.

4.6 Risk Management

4.6.1 Any specific risk management implications will be referenced against the relevant recommendation within the table at Appendix 2.

5 Conclusions

5.1 The progress made in responding to the recommendations arising from the Scrutiny Board's earlier review around resilience and emergency planning is set out within Appendix 2 of this report for the Board's consideration.

6 Recommendations

6.1 The Board is requested to:

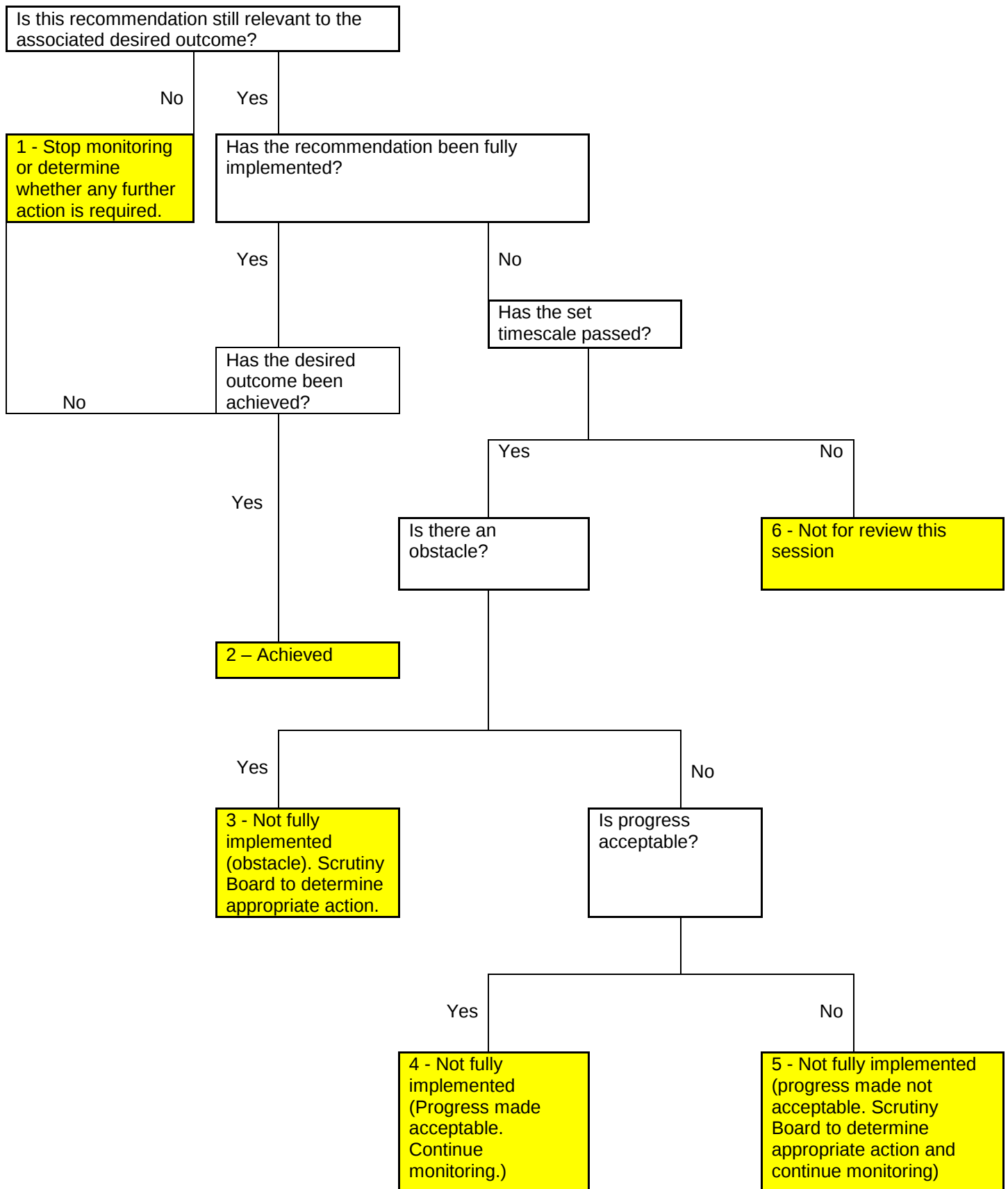
- Agree those recommendations which no longer require monitoring;
- Identify any recommendations where progress is unsatisfactory and determine the action the Board wishes to take as a result.

7. Background documents¹

7.1 None

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

Recommendation tracking flowchart and classifications:
Questions to be considered by Scrutiny Boards



Position Status Categories

- 1 - Stop monitoring or determine whether any further action is required
- 2 - Achieved
- 3 - Not fully implemented (Obstacle)
- 4 - Not fully implemented (Progress made acceptable. Continue monitoring)
- 5 - Not fully implemented (Progress made not acceptable. Continue monitoring)
- 6 - Not for review this session

Recommendation 1 – That the Director of Resources and Housing takes the lead in exploring additional ways of proactively disseminating key information and guidance, such as the ‘home emergency kit’, ‘preparing your household’ and ‘useful contacts’ more widely to local residents. Linked to this, particular consideration should be given towards potentially maximising existing systems and processes within the Council, such as the Council Tax notification process.

Formal response (September 2019):

There are several publications available both in hard copy format all electronically accessible from www.leeds.gov.uk/prepared. The publications offer guidance and advice on how to plan for emergencies. Guidance for domestic properties includes ‘Your Household Emergency Plan’, ‘Home Emergency Kit’ and ‘Preparing Your Household’. Hard copies of these documents are printed A4 size and are unsuitable for inclosing in Council Tax billing. However, these plus other guidance could be signposted from an insert included in the Council Tax bill. The feasibility of using the Council Tax notification process is being pursued with the Council Tax & Benefits Team within the Communities & Environment Directorate.

The Council has also produced a quantity of ICE cards (In Case of Emergency) which are handed out to the public at events etc. The ICE Cards contain very brief guidance on what to do in an emergency situation along with some key partner contact numbers as well as a blank space for the card holder’s next of kin/guardians contact details to be included. The cards also include the www.leeds.gov.uk/prepared link to access further information including the publications noted above.

During the Storm Eva severe weather event in 2015, spontaneous volunteers from the local community and beyond proved a valuable resource particularly during the recovery/clean-up phase. In conjunction with Open Source Arts, LCC has provided input into developing a ‘Spontaneous Volunteers Toolkit’ to help co-ordinate the volunteers. Whilst further work is still required surrounding the development of this toolkit, it aims to contain guidance and resources for communities in the safe and effective management of a spontaneous volunteer response to an emergency incident.

The West Yorkshire Community Risk Register is available in an interactive e-Book format. The e-Book can be easily accessed by members of the public via a link embedded in partner websites and electronic documents (Link to e-book). The e-Book provides an overview of the four highest risks facing West Yorkshire (severe weather, health pandemic, electricity loss and, malicious attack) and contains a wide range of links to other information and guidance including videos which will help to inform community resilience.

Update Position (March 2020):

Climate change is leading to more frequent extreme weather events, which is increasing the importance of resilience and emergency planning and the need for citizens and communities to seek advice and guidance to become more self-resilient protecting themselves, their property and communities.

The recommendation from Scrutiny Board (Strategy & Resources) to consider inclusion of signposting in Council Tax billing to advice and guidance on how to plan for emergencies has been progressed to implementation. The signposting is included on the reverse of the Leaders Message in the form of 'Top Tips' and will 'hit' in the region of 350k domestic households.

Further opportunities to promote self-resilience arose during the planning for a no deal EU-Exit. This focussed on citizens and community impact, ensuring community understanding of their rights and the EU settlement scheme, monitoring community tensions/providing reassurance and ensuring effective dissemination of public information, relevant advice and support to individuals, communities and partners.

Incidents, such as the recent storms and the current Coronavirus outbreak have helped to establish and test communication arrangements with citizens and communities. This included signposting to where further information and advice can be accessed.

The 'Spontaneous Volunteers Toolkit' has been developed to draft status and is ready for exercising. Three exercises are to be scheduled (including an evening exercise) to be facilitated by Open Source Arts.

Current Position (September 2020):

'Spontaneous Volunteers Toolkit'. The planned exercises scheduled to take place towards the end of March 2020 were postponed due to the COVID 19 outbreak. At present the exercises have not been rescheduled. A formal release of the toolkit is dependent on the exercises to ascertain that the toolkit is fit for purpose and to inform final development. The 'Spontaneous Volunteers Toolkit' has been handed over to Open Source Arts for onward ownership, implementation, testing and maintenance. LCC maintains input via working/sub group representation from Communities & Environment and Flood Risk Management.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Recommendation 2 – That the Director of Resources and Housing works closely with the Director of Communities and Environment in utilising the Community Committee network to engage proactively with all Councillors in generating greater awareness and understanding of the existing local resilience and emergency planning arrangements and the implications and effectiveness of their own role in this regard

Formal response (September 2019):

Councillors have key roles and responsibilities for ensuring preparedness and resilience, responding to, and recovering from emergencies. There is a guide published by the Local Government Association entitled 'A Councillors Guide to Civil Emergencies' which clearly sets out Councillor roles and responsibilities. Consideration had initially been given to providing a Councillor seminar relating to these key roles and responsibilities. However, the Executive Member for Resources is keen to explore other methods of engagement and to invite the views of Councillors to help inform an effective approach.

Linked to the Community Committee network, particular efforts continue to be made towards increasing awareness of the Prevent and Counter-extremism agenda amongst Councillors, with workshops being held to enable Councillors to understand their roles and be introduced to the relevant officer support team should they require further information and advice. Dedicated work is also undertaken with Community Committee Chairs to increase their awareness of these agendas.

Throughout the course of each year there are also several opportunities to engage Councillors in matters relating to both council and city resilience. All Councillors registered with Leeds Alert (a joint LCC and West Yorkshire Police 'warning and informing' system) are invited to the twice yearly Leeds Alert Network Events. The events comprise a programme of guest speakers providing presentations to help build personal and organisational resilience. Also through Leeds Alert, invitations are issued to attend a range of exercises and workshops again covering various themes.

Recent exercises held this year include Exercise Hana Hana.

Hana Hana was a series of three exercises aimed at encouraging businesses and organisations located within the city centre to network with each other and gain awareness of each other's plans and procedures. There was minimal Councillor attendance at the exercises.

There is an 'Annual Business Continuity Report' which is presented to the Corporate Governance & Audit Committee. The report sets out key areas of progress relating to improving council and city resilience along with future plans and initiatives.

There are two corporate risks (Council Resilience and City Resilience) which are reviewed on a quarterly basis. The risks are also reported in the Annual Risk Assurance Report. The annual report provides assurances to the Executive Board, Corporate Governance & Audit Committee and Strategy & Resources Scrutiny Board of LCC's alignment with the requirements of the Civil Contingencies Act 2004. The report is published on www.leeds.gov.uk.

Update Position (March 2020):

The recent storms have tested councillor response to and recovery from emergencies in the wards affected by flooding.

During the flooding, an email was issued to councillors sign-posting to the confidential 24 hour one number call-out and contact telephone number for use by professional partners, councillors and council staff. This non-public number ensures that the call is escalated as a priority, avoiding call queuing and is dealt with as soon as an operator is free.

More recently, emails have been issued to all councillors regarding the current Coronavirus outbreak, as a support to help them with their role.

Social media has also been utilised to provide/signpost to information.

Copies of the Emergency Management Plan 'Quick Guide' will be re-issued to councillors to re-enforce understanding of the council's approach to responding to and recovering from emergencies.

Consideration is to be given to using the recent severe weather/flooding events as a prompt to facilitate an exercise for councillors, this could also test awareness of the roles and responsibilities documented in the LGA publication, 'A Councillors Guide to Civil Emergencies'.

Briefings have been provided to the city's 10 Community Committee Chairs about the local approach to Prevent and Counter Extremism, with an offer of attending one of their committee meetings, which some committees have taken up. Chairs and Community Safety Champions have also been invited to attend LGA Essentials training for Prevent and Counter Extremism. The Communities Team continues to meet regularly with the Executive Member for Communities.

Current Position (September 2020):

COVID 19. Councillors have been kept informed and up to date during the COVID 19 outbreak through regular 'Elected Member & MP COVID 19' emails enhancing communication of information and guidance with communities and local residents. An Elected Members Support email in-box was also created to deal with COVID 19 related queries from Councillors during the pandemic – this remains operational.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

Recommendation 3 – That the Director of Resources and Housing leads on exploring the feasibility of adopting a universal emergency warning system within all Council owned buildings aimed at enabling all staff, regardless of their usual place of work, and other users of Council owned buildings to be able to instantly recognise and respond accordingly to a particular emergency alert.

Formal response (September 2019):

After consideration, it is currently thought that a universal emergency warning system within all Council owned buildings covering a range of emergencies would not be feasible. Even the universal warning system and procedures for evacuation due to fire differ slightly from setting to setting, taking into account the nature of the building and occupancy etc. as determined by the Fire Risk Assessment.

For other types of emergencies it is more difficult, as staff would need to respond differently to each type of emergency, and different warning sounds may be confusing.

For example, there may be a range of actions required including lockdown (keeping staff and visitors safe within a building); silent evacuation; invacuation (where staff and potentially some clients or members of the public are asked to come into a building to stay safe); or moving people to certain parts of a building etc. This is one of the key reasons why there are trained Emergency Incident Officers in each building, usually senior members of staff who utilise Fire Wardens to provide instructions regarding the course of action to be taken and effect the correct response required.

However, what Recommendation 3 has raised, is the need for a mechanism to effectively invoke the procedure and ensure staff, visitors, members of the public and other key stakeholders such as Elected Members are aware of the situation and the correct course of action to be taken. Work is also currently ongoing to research 'app' based communication systems utilised via mobile telephones and other devices that would ensure bespoke responses could be communicated and managed effectively.

Update Position (March 2020):

Work to procure an app based communication solution to address this and issues relating to lone working is ongoing. Members have been consulted and Cllr Scopes has been nominated by Member Management Committee to feed into the specification for such a solution.

Current Position (September 2020):

Member Management Committee Sub-Group on Member safety, led by Cllr Scopes, held several meetings and surveyed Members to help determine the best solution to fit expressed needs. Work to progress this to procurement was then curtailed due to the COVID-19 pandemic response, which is taking all health and safety resources. This will be picked back up when the work in response to COVID-19 relents.

Position Status (categories 1 – 6) *This is to be formally agreed by the Scrutiny Board*

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Report of Head of Democratic Services

Report to Scrutiny Board (Strategy and Resources)

Date: 7 September 2020

Subject: Work Schedule

Are specific electoral wards affected? If yes, name(s) of ward(s):	☐ Yes ☒ No
Has consultation been carried out?	☒ Yes ☐ No
Are there implications for equality and diversity and cohesion and integration?	☐ Yes ☒ No
Will the decision be open for call-in?	☐ Yes ☒ No
Does the report contain confidential or exempt information? If relevant, access to information procedure rule number: Appendix number:	☐ Yes ☒ 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. Background Information

- 2.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. In doing so, the work schedule should not be considered a fixed and rigid schedule, it should be recognised as a document that can be adapted and changed to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3. Main issues

- 3.1 A draft work schedule is attached for consideration at Appendix 1. Already included within the draft work schedule are 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.
- 3.2 On 16 March 2020, in light of the Covid-19 pandemic, Leeds City Council took the necessary steps to cancel a number of planned meetings of various Committees,

Boards and Panels. This included all Scrutiny Board meetings and any joint scrutiny arrangements where the Council acts as the lead authority.

- 3.3 In June 2020 public sessions of all Scrutiny Boards re-started, albeit remotely. It was agreed with Scrutiny Chairs that the first two sessions for each Board will be in a more streamlined format than traditional committee meetings. This is in recognition of the fact that new remote ways of conducting public meetings need to be tested and adapted, and many services are also continuing to respond to the consequences of Covid-19 and the subsequent easing of lockdown restrictions.
- 3.4 This will be the third meeting of the Strategy and Resources Scrutiny Board delivered under this format. At its July meeting Scrutiny Board Strategy and Resources considered the work schedule for the year and a number of suggestions were made. These focussed on the budgetary implications of Covid-19 including Council Tax collection, the impact the pandemic is having on ways of working, including home working, and on how the council manages its assets. These items are included in the work schedule and will be picked up as the municipal year progresses.
- 3.5 Executive Board minutes from the meeting held on 20 July 2020 are attached at Appendix 2. The Scrutiny Board is asked to consider and note the Executive Board minutes, insofar as they relate to the remit of the Scrutiny Board; and identify any matter where specific scrutiny activity may be warranted, and therefore subsequently incorporated into the work schedule.

Developing the work schedule

- 3.6 When considering any developments and/or modifications to the work schedule, effort should be undertaken to:
- Avoid unnecessary duplication by having a full appreciation of any existing forums already having oversight of, or monitoring a particular issue.
 - Ensure any Scrutiny undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
 - Avoid pure “information items” except where that information is being received as part of a policy/scrutiny review.
 - Seek advice about available resources and relevant timings, taking into consideration the workload across the Scrutiny Boards and the type of Scrutiny taking place.
 - Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.
- 3.7 In addition, in order to deliver the work schedule, the Board may need to take a flexible approach and undertake activities outside the formal schedule of meetings – such as working groups and site visits, where necessary and appropriate. This flexible approach may also require additional formal meetings of the Scrutiny Board.

4. Consultation and engagement

- 4.1.1 The Vision for Scrutiny states that Scrutiny Boards should seek the advice of the Scrutiny officer, the relevant Director(s) and Executive Member(s) 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.

Climate Emergency

- 4.3.2 When considering areas of work, the Board is reminded that influencing climate change and sustainability should be a key area of focus.

4.4 Resources, procurement 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 This report has no specific risk management implications.

5. Conclusions

- 5.1 All Scrutiny Boards are required to determine and manage their own work schedule for the municipal year. The latest iteration of the Board’s work schedule is attached as Appendix 1 for consideration and agreement of the Scrutiny Board – subject to any identified and agreed amendments.

6. Recommendations

- 6.1 Members are asked to consider the matters outlined in this report and agree (or amend) the overall work schedule (as presented at Appendix 1) as the basis for the Board's work for the remainder of 2020/21.

7. Background Documents¹

- 7.1 None

¹ 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 2020/2021 Municipal Year

June	July	August
Meeting Agenda for 10 th June 2020	Meeting Agenda for 1st July 2020 and 22 nd July 2020	No Scrutiny Board meeting scheduled.
REMOTE SESSION West Yorkshire Devolution Deal – Consultation on the published Scheme (PDS)	<u>*REMOTE SESSION* - Agenda for 1st July 2020</u> West Yorkshire Devolution Deal – Consultation on the published Scheme (PDS) <u>*REMOTE SESSION* - Agenda for 22nd July 2020</u> Financial Performance – 2019/20 Outturn (PM) Treasury Management – 2019/20 Outturn (PM) Impact of Coronavirus (COVID-19) upon Leeds City Council's 2020/21 Financial Position and Update on the Forecast Budget Position for 2021/22 (PM)	
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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



Scrutiny Board (Strategy & Resources) Work Schedule for 2020/2021 Municipal Year

September	October	November
Meeting Agenda for 7 th September 2020	Meeting Agenda for 12 th October 2020.	Meeting Agenda for 16 th November 2020.
Annual Corporate Risk Management Report (PM) Business Continuity Plans – Overview of Council response to Covid-19 pandemic Scrutiny review of resilience and emergency planning – recommendation tracking (RT)	Inquiry into the reduction of energy consumption in Council buildings – Formal Response (RT) Scrutiny review on the management and financial implications of council owned void properties – recommendation tracking (RT) Budget – Consideration of 24 September Executive Board Report	Impact of Covid-19 on Ways of Working/Home Working/Staff wellbeing including impacts on Council office accommodation and assets Welcome to Yorkshire financial update Council Tax Recovery Rates
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 2020/2021 Municipal Year

December	January	February
No Scrutiny Board meeting scheduled.	Meeting Agenda for 11 th January 2021	Meeting Agenda for 15 th February 2021
	Performance report (PM) Financial Health Monitoring (PSR) 2021/22 Initial Budget Proposals (PDS) Best Council Plan Refresh – Initial Proposals (PDS)	<i>To be determined.</i>
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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



Scrutiny Board (Strategy & Resources) Work Schedule for 2020/2021 Municipal Year

March	April	May
Meeting Agenda for 22 nd March 2021	No Scrutiny Board meeting scheduled.	No Scrutiny Board meeting scheduled.
<i>To be determined.</i>		
Working Group Meetings		
Site Visits		

Scrutiny Work Items Key:

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

REMOTE MEETING OF EXECUTIVE BOARD

MONDAY, 20TH JULY, 2020

PRESENT: Councillor J Blake in the Chair
(REMOTELY) Councillors A Carter, D Coupar, S Golton,
J Lewis, L Mulherin, J Pryor, M Rafique and
F Venner

APOLOGIES: Councillor R Charlwood

15 Chair's Opening Remarks

The Chair welcomed everyone to the remote meeting of the Executive Board, which was being held as a result of the ongoing social distancing measures established in response to the Coronavirus pandemic.

On behalf of the Board, the Chair congratulated Leeds United Football Club for their recently confirmed promotion to the Premier League, as champions of the Championship, which she highlighted was a great achievement for both the club and also for the city, with Members emphasising the boost that the promotion would bring for Leeds as a whole.

16 Exempt Information - Possible Exclusion of the Press and Public

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

- (a) That Appendix 1 to the report entitled, 'District Heating Phase 3E: Extension to the Southbank', referred to in Minute No. 24 be designated as being exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). The appendix contains detailed pricing information underpinning the Council's heat sales business case which if disclosed, could damage the commercial interests of the Council. Disclosure of this information would seriously harm the Council's negotiating position when discussing heat sales with potential customers. Therefore it is considered that the public interest in maintaining the content of the appendix 1 as exempt from publication outweighs the public interest in disclosing the information.

17 Late Items

Agenda Item 7 (Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan)

With the agreement of the Chair, a late item of business was admitted to the agenda entitled, 'Update on Coronavirus (COVID-19) Pandemic – Response and Recovery Plan'.

Given the scale and significance of this issue, it was deemed appropriate that a further update report be submitted to this remote meeting of the Board. However, due to the fast paced nature of developments on this issue, and in order to ensure that Board Members received the most up to date information as possible the report was not included within the agenda as originally published on 10th July 2020. (Minute No. 21 refers)

18 Declaration of Disclosable Pecuniary Interests

There were no Disclosable Pecuniary Interests declared at the meeting.

19 Minutes

RESOLVED – That the minutes of the previous meeting held on 24th June 2020 be approved as a correct record.

COMMUNITIES

20 The Managed Approach Independent Review

The Director of Communities and Environment submitted a report providing the findings and recommendations from the Independent Review (IR) of the Managed Approach to on-street sex working in Leeds, which had been undertaken by the University of Huddersfield following an associated procurement exercise. The Independent Review document was appended to the submitted report for Members' consideration.

The Chief Officer, Safer Leeds provided Members with an overview of the Managed Approach together with details of the procurement exercise from which the University of Huddersfield was identified as the organisation to undertake the IR.

Following this, Professor Jason Roach of the University of Huddersfield presented to the Board the key findings and recommendations arising from the IR for the Council and other partner agencies to consider, and also provided details of the methodology used to conduct the review, including the methods used to engage a range of stakeholders and to source relevant information and data.

Responding to Members' comments and questions, the Board received further information regarding:-

- The 'Listening Well' community events, with it being noted that the IR team had attended a number of those events and these had therefore contributed to the IR, however, it was noted that the overall outcomes from those sessions were still awaited;

- Members received further detail regarding the approach used to manage on-street sex working together with related issues in other areas/cities;
- The communications strategy in relation to the Managed Approach and also with regard to the wider promotion of Holbeck as an area and its communities;
- The size and spread of the cohort engaged as part of the Independent Review, the actions which had been taken to try and widen involvement from that cohort and the challenges which had been encountered;
- The role of the Safer Leeds Executive partnership in considering any changes to the Managed Approach, with it being noted that any actions would require involvement by a number of partners/agencies. Also, it was noted that Executive Board would be kept informed and consulted on any key changes proposed in responding to the recommendations of the IR;
- The extensive work being undertaken to address the issues associated with on-street sex working, to support those involved in it and also to liaise and work with members of the local community on such matters.

With regard to a specific enquiry regarding the communication process with the local community, the Board was advised that there was nothing to suggest that local residents had been advised that certain services, with specific reference to litter patrols and additional policing, would be withdrawn, should the Managed Approach be stopped.

In conclusion, the Chair thanked Professor Roach for his attendance at the meeting, and also for the comprehensive work that he and his team at the University of Huddersfield had undertaken when carrying out the Independent Review.

RESOLVED –

- (a) That the Managed Approach Independent Review, as appended to the submitted report, be received, and that its key findings and recommendations, be noted;
- (b) That it be noted that the Director of Communities and Environment, and where appropriate partner representatives, will be responsible for considering the recommendations and implementing any changes proposed, reporting such matters to the Safer Leeds Executive Partnership;
- (c) That Members of the Executive Board be kept informed and updated on any key changes proposed arising from the independent review.

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

INCLUSIVE GROWTH AND CULTURE

21 Update on Coronavirus (COVID-19) Pandemic - Response and Recovery Plan

Further to Minute No. 14, 24th June 2020, the Chief Executive submitted a report which provided an update on the continued Coronavirus (COVID-19) work being undertaken across the city including the emerging recovery approach, outbreak management, together with information regarding the management of current issues and risks. The report also highlighted how the city's multi-agency command and control arrangements continued to be used alongside the Response and Recovery plan which aimed to mitigate the effects of the outbreak for those in the city, especially the most vulnerable, and to help prepare for the longer term planning of stages of recovery, including local outbreak planning.

With the agreement of the Chair, the submitted report had been circulated to Board Members as a late item of business prior to the meeting for the reasons as set out in section 9.1 of the submitted report, and as detailed in Minute No. 17.

By way of introduction to the report, the Chair highlighted the comprehensive discussion which had taken place at the recent full Council meeting, emphasised the need for all to remain vigilant, noted the recent launch of the COVID-19 Outbreak Control Plan, highlighted key aspects of the next stage of the recovery process and emphasised the key importance of clear messaging which reminded communities to stay safe and abide by measures that remained in place. In addition, the Chair paid tribute to the work that the Chief Executive had undertaken in this area, specifically, the role which he had played at a national level, including championing the role of Local Government during the pandemic.

The Chief Executive then provided an update which covered a number of areas including:-

- the significance of the new plans established with local partners to reduce the transmission of COVID-19 and prevent and manage outbreaks;
- the progress made in respect of the sharing and receipt of relevant data, and the progress being made regarding the test and trace system;
- the importance of the national system having a very strong local and regional foundation in order for it to maximise its effectiveness;
- key factors for consideration in terms of the next phase of the recovery process;
- the need for the financial position of the Council and the sector as a whole to be stabilised in order to enable the Local Authority to continue to play its key role both in the recovery from the pandemic and in serving the community generally.

The Director for Public Health reiterated the importance of remaining vigilant and working with neighbouring authorities to continue to undertake

Draft minutes to be approved at the meeting
to be held on Thursday, 24th September, 2020

preventative work and to manage infection rates. An update regarding the latest statistics in terms of Leeds' 7 day infection rates was also provided to the Board.

In response, Members then discussed the detail within the submitted report, which included the following:-

- Members highlighted the speed at which outbreaks or suspected outbreaks had been managed in Leeds, and emphasised the need for such an approach to continue;
- The continued importance of ensuring that the cross-party approach towards lobbying the Government for the resource it required was emphasised;
- The key importance of maintaining a consistent and clear communications strategy aimed at the promotion of communities abiding by the regulations which remained in place;
- The recent introduction of the increased powers at a local level to help prevent the transmission of the virus, the delivery of that role by the Local Authority and partner organisations and how that fed into the national programme.

In conclusion, the Chair highlighted the crucial need of ensuring that the Local Authority and partners were sufficiently resourced in order to be able to deliver the services which they were required to, highlighting the risks raised by the current financial position faced throughout the sector.

RESOLVED –

- (a) That the updated context, progress made and issues, as the Council and partner organisations move through phases of dealing with the COVID-19 pandemic, as detailed within the submitted report, be noted;
- (b) That the launch of the Leeds COVID-19 Local Outbreak Control Plan, aimed at ensuring effective local arrangements for outbreak management and which is linked to the national testing and tracing approach, be noted;
- (c) That the emerging issues for consideration during the next phase of recovery, be noted;
- (d) That the need for vigilance across the city as we move into the next phase, with an emphasis upon 'stay safe' messaging, be recognised;
- (e) That in respect to the financial implications for the Council arising from the Coronavirus pandemic, the contents of the submitted report be used as context when the Board considers the more detailed financial health monitoring report, as detailed at Minute No. 22.

RESOURCES

22 Financial Health Monitoring 2020/21 – Month 2

The Chief Officer (Financial Services) submitted a report providing the projected financial health position of the Authority for 2020/21, as at month 2 of the financial year.

In presenting the report the Executive Member for Resources highlighted the need for the Local Authority's financial position to be stabilised in order to enable the Council to continue to effectively respond to the focus being placed upon the more localised control and management of COVID-19 outbreaks, to enable public services to be restored as appropriate, whilst also enabling the Council to play its role in helping the local economy and infrastructure to recover from the effects of the pandemic.

In addition, the Board received an update and was advised that the revised funding gap for 2020/21 now currently stood at £63.9m, with it being noted that the submitted report detailed the actions being taken by the Council to manage this position as much as it could.

The Chief Executive then provided the Board with an update regarding the discussions which continued with Government on such matters, which would enable the Council to be in a position to formally approach the Government to request further supportive measures after the summer, should a funding gap still remain.

Responding to the introductory comments made, Members reiterated the need for the cross-party approach towards such matters to continue, and in response to a Member's request, it was undertaken that Group Leaders would continue to be kept informed of the financial position, as appropriate.

In conclusion, it was noted that partner organisations across Leeds had shown their support for the Council and the need for it to be appropriately resourced to ensure it continued to play its key role in serving communities and the city, whilst the Board also noted that the figures within the report remained subject to fluctuation from month to month, given the nature of the current position.

RESOLVED –

- (a) That the projected financial position of the Authority, as at month 2 of the financial year, as detailed within the submitted report, be noted, with the projected impact of COVID-19 on that position also being noted;
- (b) That it be noted that a further package of financial support for Local Government has been announced, with it also being noted that funding allocations are yet to be confirmed;

- (c) That it be noted that although this additional funding is welcome, the remaining gap will still require significant savings and further support from Central Government.

23 Capital Programme 2020/21 - 2024/25: Quarter 1 Update

The Chief Officer (Financial Services) submitted a report providing an update on the Council's Capital Programme for 2020/21 as at Quarter 1 and which included an update of Capital resources and progress on spend. In addition, the report also outlined the review of the Capital Programme being undertaken as a result of the need to address the financial impact of Covid-19.

Responding to a Member's enquiry, the Board was provided with an update on the recent announcement regarding the further provision of £22.3m of funding for the for the next phase of the Leeds Flood Alleviation Scheme on the River Aire (including £1.3m for the Natural Flood Management element of the scheme), which, it was highlighted, was subject to final business case approval.

Members provided their support for the approach being taken to restrict further capital spending whilst the programme was reviewed, which was subject to the exceptions as outlined by the Executive Member for Resources and as detailed within the report.

Responding to an enquiry regarding the actions being taken to progress the delivery of capital receipts and the disposal of surplus assets, it was undertaken that the Member in question would be provided with a briefing on such matters.

RESOLVED –

- (a) That the following injections into the Capital Programme be approved:-
- £65,166.3k of 2021/22 Basic Need Grant allocation within the Learning Places Programme as set out in Appendix B of the submitted report;
 - £3,822.0k of Presumption Free School Grant for East Leeds Free School as set out in Appendix B of the submitted report;
 - £1,672.2k for Kirkstall Road Corridor as set out in Appendix B of the submitted report, funded by European Social Fund (ESIF) grant part of Leeds Flood Alleviation Stage 2;
 - £1,534.2k for Adaptations Programme as set out in Appendix B of the submitted report, funded by Disabled facilities grant;
 - £1,321.7k of other injections, primarily relating to grants for Flood Alleviation, WYCA (West Yorkshire Combined Authority) grants, various prudential borrowing schemes and some section 106, as set out in Appendix B of the submitted report;
- (b) That it be noted that the above resolutions to inject funding of £73,516.4k will be implemented by the Chief Officer (Financial Services);

- (c) That the latest position on the General Fund and Housing Revenue Account Capital Programme, as at quarter 1 2020/21, be noted;
- (d) That the review of the Capital Programme for 2020/21 and future years which is being undertaken due to the current financial position of the Council, be noted.

CLIMATE CHANGE, TRANSPORT AND SUSTAINABLE DEVELOPMENT

24 District Heating Phase 3E Extension to the Southbank

Further to Minute No. 201, 17th April 2019, the Director of Resources and Housing submitted a report which provided an update on the progress of the District Heating project and which sought approval to construct Phase 3E of the network, subject to securing funding from the Heat Networks Investment Project (HNIP) and also subject to other conditions, as detailed within the report being met.

Responding to a Member's enquiries, assurances were provided that a final decision to invest in the network would only be taken once a suitable commercial agreement with Vastint had been reached, with an undertaking to first liaise with the Executive Member and Opposition Executive Members to ensure that sufficient guarantees were in place before formally progressing.

Members were also advised that the report had been submitted to this meeting to enable the Board's agreement on the proposal to be sought, subject to the conditions detailed within the submitted report, so that the HNIP funding could be drawn down, which added to the commercial viability of the scheme.

Following consideration of Appendix 1 to the submitted report designated as being exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), which was considered in private at the conclusion of the public part of the meeting, it was

RESOLVED –

- (a) That the contents of the submitted report and its appendices, be noted;
- (b) That subject to HNIP funding being secured together with commercial agreement with Vastint, approval be given for the additional injection of £6.215m in order to deliver Phase 3E of the District Heating Network;
- (c) That authority to spend for the construction of Phase 3E of the District Heating Network extension of £6.215m, funded through £2.438m HNIP grant and supported by £3.777m of prudential borrowing, be approved; and as this is subject to the approval of the HNIP grant from the Department for Business, Energy and Industrial Strategy (BEIS), the necessary authority be delegated to the Director of Resources and Housing to enable the Director to negotiate an alternative package;

- (d) That the necessary authority be delegated to the Director of Resources and Housing to enable the Director to take the final decision to invest in the network, once a suitable commercial agreement with Vastint has been reached;
- (e) That agreement be given to award contracts to Vital Energi Utilities Limited and Ove Arup and Partners Ltd., as set out in sections 4.4.10 - 4.4.13 of the submitted report;
- (f) That agreement be given to: passport the full grant award to the Leeds District Heating PipeCo Limited SPV once received, with no mark up or deductions, loan the SPV £3.692m at the minimum state aid compliant rate and require the SPV to meet the terms of the HNIP grant agreement;
- (g) That support be given to the connection of the Discovery Centre to the District Heating Network at a cost of £85k.

25 Transport Hub Improvements and Public Transport Access Schemes

The Director of City Development submitted a report which sought approval for the design and delivery of a package of seven schemes to provide new or upgrade existing facilities, to improve the waiting environment and travel information as well as improving walking and cycling links between public transport hubs and local communities. The report noted how the schemes were part of the Transport Hubs and Connecting Communities package within the Connecting Leeds public transport programme work stream, which was being developed by the West Yorkshire Combined Authority in collaboration with the Council.

Responding to a Member's enquiry, it was confirmed that with regard to the proposal affecting the Pudsey Ward, moving forward, Ward Councillors would be kept fully briefed on such matters.

Also in response to a Member's enquiry regarding the evaluation of the cost levels for those schemes affecting public transport post-COVID-19, it was noted that such matters continued to be subject to change, but that they were being monitored and that liaison with the Combined Authority and contractors would continue, as appropriate.

With regard to the proposed scheme for Rothwell Ward, Members discussed and received further detail on the consultation which had taken place with the local community and Ward Members on such matters, and the benefits that the proposal would bring to existing facilities.

RESOLVED –

- (a) That the package of seven schemes, as outlined in Section 3 of the submitted report and shown in appended Drawing Nos. TM/00/321/01 to 05, 06 to 06b and 07 to 07d, which would provide new or upgrade existing public transport facilities, to improve the waiting environment

and travel information as well as improving walking and cycling links between public transport hubs and local communities, be approved;

- (b) That authority to incur expenditure of £7.36 million, comprising of £5.81 million works costs, £1.21 million staff fees and £340,000 statutory undertakers diversionary costs, be approved, to design and construct the proposed seven projects, as outlined in Section 3 of the submitted report, all to be fully funded from Department for Transport grant administered by the West Yorkshire Combined Authority as part of the Connecting Leeds public transport programme;
- (c) That it be noted that the Chief Officer (Highways and Transportation) is to receive reports concerning all Traffic Regulation Orders as required, necessary for and related to the purposes of the schemes and to ensure progression of the same;
- (d) That it be noted that the construction of the scheme is programmed to commence in the Summer of 2020 for completion by Summer 2021;
- (e) That it be noted that the Chief Officer (Highways and Transportation) will be responsible for the implementation of such matters.

LEARNING, SKILLS AND EMPLOYMENT

26 Local Government and Social Care Ombudsman report on the provision of suitable education for a child absent from school due to anxiety

Further to Minute No. 71, 18th September 2019, the Director of Children and Families submitted a report providing an update and also providing assurance that the Council had taken effective action in response to the Ombudsman recommendations of the case detailed within the submitted report, and that both the Scrutiny Board (Children and Families) and the Ombudsman were satisfied with the actions which had been taken.

Responding to a Member's enquiry, it was undertaken that the Scrutiny Board (Children and Families) would be provided with progress reports in respect of the associated action plan, as appropriate.

RESOLVED –

- (a) That the Ombudsman's letter, as presented in appendix 2 to the submitted report, which states that the Ombudsman welcomes the actions taken by the Council following the report and to formally confirm that they are satisfied with the Council's response in accordance with section 31(2) of the Local Government Act 1974, be noted;
- (b) That it be noted that the Scrutiny Board (Children and Families) welcome the actions which have been taken in response to the Ombudsman's report;

- (c) That the importance of the ongoing governance review work, aimed at achieving greater consistency amongst Clusters, be acknowledged;
- (d) That it be noted that the responsible officer for such matters is the Head of Learning Inclusion.

27 The Annual Standards Report 2018-19

The Director of Children and Families submitted a report which presented the outcomes in respect of the annual educational attainment standards for the 2018/19 academic year and which provided details on the progress made in comparison with the outcomes from the equivalent 2017-18 annual report. In addition, the report outlined where Leeds was in relation to the ambition to support children, including those living in poverty and with disadvantage, as set out within the Council's 3As Strategy.

Members welcomed the recent Government guidance published which related to addressing the issue of 'off-rolling'.

Responding to a Member's enquiry, in addition to officers undertaking to provide further detail in writing to the Member in question, the Board received an update on the actions being taken to increase the comparatively low uptake rates in Leeds for those who were eligible for 2 year old provision.

With regard to a Member's enquiries on the Council's performance in relation to Early Years services, the issues being faced by Early Years providers in both the public and the private sector including the impact of the Coronavirus pandemic and the financial position across the sector, the Board received information on the actions being taken by the Council on such matters.

RESOLVED –

- (a) That the submitted report, which presents details of the outcomes of children and young people in Leeds in the 2018-19 academic year, be noted;
- (b) That it be noted that this report will be used to measure the progress of outcomes against previous years and to set future targets in line with the obsessions and priorities, as identified within the Council's 3As Strategy;
- (c) That it be noted that the Deputy Director for Children and Families (Learning) is the officer responsible for the delivery of the Annual Standards Report;
- (d) That it be noted that due to the current Covid-19 pandemic situation, data in this format will not be available for all Key Stages in the 2019-20 academic year.

DATE OF PUBLICATION:	WEDNESDAY, 22ND JULY 2020
LAST DATE FOR CALL IN OF ELIGIBLE DECISIONS:	5.00 P.M. ON WEDNESDAY, 29TH JULY 2020