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## SCRUTINY BOARD (CENTRAL AND CORPORATE)

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Meeting to be held in Civic Hall, Leeds on  
Monday, 1st March, 2010 at 10.00 am

*(A pre-meeting will take place for ALL Members of the Board at 9.30 a.m.)*

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### MEMBERSHIP

#### Councillors

- P Grahame (Chair) - Cross Gates and Whinmoor;  
J Bale - Guiseley and Rawdon;  
S Bentley - Weetwood;  
B Chastney - Weetwood;  
P Ewens - Hyde Park and Woodhouse;  
M Hamilton - Headingley;  
A Hussain - Gipton and Harehills;  
V Kendall - Roundhay;  
J Lewis - Kippax and Methley;  
A Lowe - Armley;  
A McKenna - Garforth and Swillington;  
A Parnham - Farnley and Wortley;  
D Schofield - Temple Newsam;

# A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
3			<p><b>LATE ITEMS</b></p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p>	
4			<p><b>DECLARATIONS OF INTEREST</b></p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p>	
5			<p><b>APOLOGIES FOR ABSENCE</b></p> <p>To receive any apologies for absence.</p>	
6			<p><b>MINUTES - 1ST FEBRUARY 2010</b></p> <p>To confirm as a correct record the attached minutes of the meeting held on 1<sup>st</sup> February 2010.</p>	1 - 6
7			<p><b>QUESTIONS TO THE EXECUTIVE MEMBER (CENTRAL AND CORPORATE), FINANCIAL HEALTH MONITORING 2009/10 - QUARTER 3 REPORT AND PERFORMANCE MONITORING 2009/10 - QUARTER 3 REPORT</b></p> <p>To receive and consider the attached reports of the Head of Scrutiny and Member Development, the Director of Resources and the Head of Policy and Performance.</p>	7 - 64
8			<p><b>WORK PROGRAMME, FORWARD PLAN OF KEY DECISIONS AND EXECUTIVE BOARD MINUTES</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	65 - 84
9			<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p>Monday 29<sup>th</sup> March 2010, 10.00am (Pre-Meeting 9.30am).</p>	

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# Agenda Item 6

## SCRUTINY BOARD (CENTRAL AND CORPORATE)

**MONDAY, 1ST FEBRUARY, 2010**

**PRESENT:** Councillor P Grahame in the Chair

Councillors J Bale, S Bentley, P Ewens,  
A Hussain, V Kendall, A Lowe, A McKenna,  
A Parnham and D Schofield

Apologies Councillor B Chastney, M Hamilton and  
J Lewis

### **60 Declarations of Interest**

Councillor P Ewens declared a personal interest in relation to Agenda Item 8 (Minute No. 64 refers) – Community Engagement and Involvement – in respect of the current consultation exercise regarding the possible closure of the City of Leeds High School, in her capacity as a Governor at the School, and as Children’s Champion on the North West Inner Area Committee.

### **61 Apologies for Absence**

Apologies for absence from the meeting were submitted on behalf of Councillors B Chastney, M Hamilton and J Lewis.

### **62 Minutes - 11th January 2010**

**RESOLVED** – That the minutes of the meeting held on 11<sup>th</sup> January 2010, be confirmed as a correct record.

### **63 Procurement and Scrutiny**

The Head of Scrutiny and Member Development submitted a report regarding issues arising from a Call-In meeting of the Scrutiny Board (Children’s Services) held on 12<sup>th</sup> October 2009, which had looked at the tender processes surrounding the award of a Connexions contract. Various matters had been raised at that meeting which, in turn, had raised questions regarding the role of scrutiny and Members in the procurement process, and these concerns and issues were outlined in the report and its appendix.

In attendance at the meeting and responding to Members’ queries and comments were:-

- Councillor W Hyde, Chair of the Scrutiny Board (Children’s Services).
- Wayne Baxter, Chief Procurement Officer.
- Dean Backhouse, Procurement Compliance , Procurement Unit.

Draft minutes to be approved at the meeting  
to be held on Monday, 1st March, 2010

In brief summary, the main areas of discussion were:-

- Councillor W Hyde outlined the concerns arising from the Call-In meeting. In summary, these related to the contract specification and tender questionnaire and whether sufficient weight was given to local knowledge and experience during the evaluation process. The concerns also encompassed the lack of involvement of, or consultation with, Members in drawing up the specification, whether the existing process made it more difficult for local voluntary, community and faith sector organisations to get involved and to bid successfully, and the role of Scrutiny Boards in calling-in these types of decisions.
- A letter dated 27<sup>th</sup> January 2010 to Councillor Hyde from the Chief Executive was circulated. This made it clear that the Chief Executive's view was that Scrutiny Boards' did have a legitimate role to play in such matters, and that these kind of decisions should not be exempt from Call-In, even if it was regarded that the Council might be at risk of damages claims from particular bidders for Council contracts. The Chief Executive's view was that the earlier in the process any involvement or intervention took place, the better. Reference was also made to a proposed variation of the Scrutiny Board Procedure Rules to allow for the intervention, where appropriate, of the Executive Board in the process.
- Reference was made to EU regulations relating to tendering processes. Whilst a degree of local knowledge and experience might be able to be built into the process, care needed to be exercised in respect of weighting and evaluation to ensure that these regulations were not breached. It may well be that what was required was Member involvement, in consultation and conjunction with Council Departments, in reviewing the current procurement process, to incorporate early involvement of Members, be they local Members if the contract was area-specific, or Executive Members for wider contracts.
- Care did need to be exercised in carrying out a review and possibly implementing new procedures, because the Council was liable to legal challenge and possible compensation claims from successful bidders who had complied with the tender process but had not ultimately been awarded the contract. The risk would vary from contract to contract, dependent on the circumstances.
- The Board regarded that Member involvement would be more helpful and successful at an early stage – say the policy analysis and selection criteria stage – rather than late in the day at the tail-end of the process, where legal challenge was more likely. Any revised procedures would require commissioning Council Departments to be more acutely aware of political considerations and Member interest areas, and to be proactive in consulting appropriate Members at the appropriate time. It was accepted that this represented something of a sea-change in

terms of existing processes, and would be difficult to build into any revised procedures. Different criteria might also apply to different types of purchasing, e.g. a piece of equipment or plant as opposed to provision of a particular service, and whether this service was local or City-wide.

- Best value, price and weighting factors were referred to, and whether Members would require any training to enable them to perform an enhanced role.
- Reference was also made to the 'Where Contracts Go Wrong' Inquiry previously undertaken by the former Scrutiny Board (Transforming Services), and whether the recommendations of that Board had been implemented and embedded in current procedures.

#### **RESOLVED –**

- a) That the report, the representations of Councillor W Hyde, and the letter dated 27<sup>th</sup> January 2010 from the Chief Executive, all be received and noted.
- b) That the Head of Scrutiny and Member Development, in consultation with the Chair and the Chief Procurement Officer, be instructed to pursue further the issues and concerns raised during the discussion of this item, and that an update report be submitted to a future meeting.

(NB:-

1. Councillor W Hyde left the meeting at 10.26 am, during the consideration of this item.
2. Councillor A Hussain temporarily left the meeting at 10.15 am during the consideration of this item (see later Minute No. 64).

#### **64 Progress against Improvement Priorities relating to Community Engagement and Involvement**

Further to Minute No. 48, 7<sup>th</sup> December 2009, the Chief Officer of Leeds Initiative and Partnerships submitted a report outlining current progress against two improvement priorities contained in the Council Business Plan:-

103a Increase involvement, engagement and participation of all communities, especially hard to reach groups.

103b Build trust with local communities to encourage greater engagement.

Present at the meeting and responding to Members' queries and comments were:-

- Kathy Kudelnitzky, Chief Officer of Leeds Initiative and Partnerships.

Draft minutes to be approved at the meeting  
to be held on Monday, 1st March, 2010

- Andrea Tara-Chand, Leeds Initiative and Partnerships.
- Matt Lund, Corporate Consultation Manager.

In brief summary, the main areas of discussion were:-

- The vital role which local Members, Area Committees and Area Management Teams could play in increasing involvement, engagement and participation of local groups, and the need to tap into that local knowledge and expertise.
- Examples of alternative types of engagement activity and the need for innovation and learning from the best practice of other organisations, e.g. the PCT.
- Efforts to co-ordinate and focus the Council's consultation and involvement efforts.
- Incentivising people to get involved.
- The role which Scrutiny Boards might have in trying to improve matters. It was agreed that one important way in which Scrutiny Boards could get involved would be by making Departments more accountable for their engagement and involvement activities, and that the Head of Scrutiny and Member Development should develop this idea, in consultation with the Chair.
- Councillor Ewens expressed her dissatisfaction at what she regarded as the current poor consultation being undertaken by Education Leeds in respect of the proposed closure of the City of Leeds High School.

**RESOLVED** – That, subject to the above comments and requests for future reports back, the report be received and noted.

(NB: Councillor A Hussain re-joined the meeting at 10:38, during the consideration of this item.)

## **65 Communications, Report Writing and Plain English**

Further to Minute No. 34, 5<sup>th</sup> October 2009, the Board received an update from Andy Carter, Acting Head of Communications, regarding the Plain English initiative launched by the Council's Corporate Communications Team. Members were invited to contact Andy Carter if they wished to go along to a training session to see the initiative in action.

A request was made for the Council to produce an up to date corporate glossary, incorporating all the commonly used acronyms.

**RESOLVED** - That the update report be noted.

Draft minutes to be approved at the meeting  
to be held on Monday, 1st March, 2010

**66 Work Programme, Executive Board Minutes and Forward Plan of Key Decisions**

The Head of Scrutiny and Member Development submitted the Board's work programme, updated to reflect decisions taken at previous meetings, together with a relevant extract from the Council's Forward Plan of Key Decisions for the period 1<sup>st</sup> February to 31<sup>st</sup> May 2010 and the minutes of the Executive Board meeting held on 6<sup>th</sup> January 2010.

**RESOLVED** – That, subject to any changes necessary as a result of today's meeting, the Board's work programme be approved.

**67 Dates and Times of Future Meetings**

Monday, 1<sup>st</sup> March 2010.

Monday, 29<sup>th</sup> March 2010.

Both at 10.00 am (Pre-Meetings at 9.30 am).

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### Report of the Head of Scrutiny and Member Development

#### Scrutiny Board (Central & Corporate Functions)

Date: 1<sup>st</sup> March 2010

Subject: Questions to the Executive Board Member - Central and Corporate.

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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### 1.0 INTRODUCTION

- 1.1 At the beginning of the Municipal Year, the Board agreed, following initial discussions between the Executive Member, Central and Corporate and the Chair, to invite Cllr Brett to the Board every quarter.
- 1.2 This would give Board Members the opportunity to have a wide ranging discussion with the Executive Member on issues within his portfolio and would also coincide with the receipt of quarterly financial information and quarterly performance information.
- 1.3 Attached as Appendix 1 is the Financial Health Monitoring 2009/10 – Quarter Three Report . The purpose of this report is to inform members of the financial health of the authority after nine months of the financial year in respect of the revenue budget and the housing revenue account. Officers have also been invited to attend for this item.
- 1.4 Attached as Appendix 2 is the Performance Report 2009/10 Quarter 3. This presents key performance information against the Council Business Plan priorities. Officers have also been invited for this item.
- 1.5 The Chair has indicated that she will take questions on Appendix 1 and 2 first and then allow a general question and answer session with the Executive Board Member on issues within his portfolio that have not been covered in the previous discussion.

## **2.0 RECOMMENDATIONS**

2.1 Members are asked to;

- (i) note the projected financial position of the authority after nine months of the financial year.
- (ii) Note the performance information and highlight any areas for further scrutiny.
- (iii) Engage in a discussion with the Executive Member, Central & Corporate on matters falling within his portfolio

### Background Papers

None used



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## Report of the Director of Resources

### Executive Board

Date: 12<sup>th</sup> February 2010

Subject: Financial Health Monitoring 2009/10 – Quarter Three Report

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#### Electoral Wards Affected:

Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

Eligible for Call In

Not Eligible for Call In  
(Details contained in the report)

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## Executive Summary

1. The purpose of this report is to inform members of the financial health of the authority after nine months of the financial year in respect of the revenue budget and the housing revenue account.
2. The report identifies a number of pressures, many of which impacted on the 2008/09 outturn particularly affecting income and demand led budgets. At the half year it was reported that an overspend of £5.5m was projected. Whilst directorates have continued to develop and implement action plans, significant new pressures have arisen since the half year. Further corporate savings have been identified to partially offset these additional pressures and an overall overspend of £6.7m is now projected. Detailed directorate reports are included at Appendix 1.
3. Whilst directorates continue to implement action plans to contain spending within approved budgets, it is clear that at this stage in the financial year, General Fund Reserves will be required to balance the current year position.
4. Members are asked to note the projected financial position of the authority after nine months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.

## 1. PURPOSE OF REPORT

- 1.1 This report sets out for the Board the Council's financial health position for 2009/10 after nine months of the financial year. The report covers revenue expenditure and income projected to the year end. The report also highlights the position regarding other key financial health indicators, including the collection of local taxation and the payment of creditors. Separate reports regarding the capital programme and treasury management can be found elsewhere on this agenda.

## 2. BACKGROUND INFORMATION

- 2.1 Members will recall that the net budget<sup>1</sup> for the general fund was set at £556.8m, which was not supported by the use of any general fund reserves. As a result, the level of general fund reserves at 31<sup>st</sup> March 2010 were estimated to be £12.0m which is the minimum required under the risk based reserves policy.
- 2.2. However, the actual level of general fund reserves at the year end was £16.1m. This included a claim for overpaid VAT within Sport giving a potential refund of £6.3m. This has now been received.
- 2.3 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after nine months and comments on the key issues impacting on the overall achievement of the budget for the current year.

## 3. MAIN ISSUES

- 3.1 After nine months of the financial year an overspend of £6.7m is currently projected, an increase of £1.3m from the month 6 position as detailed in the following table:

General fund	Total Staffing £000	Other Costs £000	Total Projected Variance £000	Memo Variation at Month 6 £000	Variation from mth 6 to mth 9 £000
Adult Social Care	397	6,101	6,498	1,342	5,156
Children's Services	413	2,205	2,618	2,888	(270)
City Development	1,822	1,117	2,939	1,717	1,222
Environment and Neighbourhoods	(3,003)	3,327	324	631	(307)
Central & Corporate Functions	(403)	(321)	(724)	(77)	(647)
<b>Total Directorates</b>	<b>(774)</b>	<b>12,429</b>	<b>11,655</b>	<b>6,501</b>	<b>5,154</b>
Debt Charges		(3,600)	(3,600)	(2,000)	(1,600)
Section 278 Income		1,700	1,700	1,700	0
Early Leaver Initiative		1,500	1,500	1,500	0
Contingency Fund		(750)	(750)	(750)	0
Further Capitalisation		(1,300)	(1,300)	(300)	(1,000)
Use of earmarked reserve		(1,400)	(1,400)		(1,400)
Other		(1,100)	(1,100)	(1,200)	100
<b>Net Position</b>	<b>(774)</b>	<b>7,479</b>	<b>6,705</b>	<b>5,451</b>	<b>1,254</b>

## **3.2 Movement since month six**

- 3.2.1 Directorate pressures have increased by £5.2m. This is mainly due to Community Care packages within Adults Social Care reflecting increased placement numbers in residential care during 2009/10 that were not anticipated when the budget was set.

In addition the projection within City Development now includes the costs associated with the re-evaluation of a number of posts within Sport which have only recently been agreed through the job evaluation process.

However, further Corporate savings of £3.9m have been identified to offset some of these pressures.

## **3.3 Overview of projected variations for the year**

### **3.3.1 Income Variations**

The economic downturn is continuing to have a significant effect on income levels in 2009/10. Within the City Development directorate a shortfall of £4.0m is projected from a number of external income sources, including planning and building fees, Recreation, Libraries Arts and Heritage and commercial rental income. Other net variations within the directorate of £2.0m partially offset this. Within Environment and Neighbourhoods, a shortfall in car parking income of £700k is forecast. In addition, the 2009/10 budget includes income from Section 278 schemes of £5.2m, and the latest assessment is a shortfall of £1.7m, again reflecting a slowdown in development activity.

The level of nursery fee income within Children's Services is projected to be £0.5m lower than the budget, although this has been offset by maximising grant and external income and also through additional Nursery Education funding.

Additional income has been generated within Adults Social Care with a one-off grant contribution for neighbourhood networks of £0.4m towards the city wide scheme. There is a projected loss income of £665k within the Jobs and Skills service, primarily work based learning grant.

### **3.3.2 Demand Variations**

Externally provided placements, both residential and with independent fostering agencies, continue to be a major pressure on the Children's Services budget and are now projected to be £4.5m overspent.

Increased pressure on the Community Care budget is estimated at £6.8m, reflecting residential and nursing care placements being £3.1m higher than budgeted and £3m for independent sector domiciliary care for which demand has increased.

The recent severe winter weather has meant that 60 out of the budgeted 70 grits have already been carried out up to 14<sup>th</sup> January. Whilst the winter maintenance budget is not currently projected to overspend, clearly another prolonged period of snow would change this position.

### 3.3.3 Staffing

The overall staffing projection is a net saving of £0.8m. However this figure would have been some £2.2m higher were it not for a projected reduction in the level of the NJC pay award of an increase of 1.25% for the lower grades and 1% for higher grades. The 2009/10 budget provided for a 2% increase. In addition, staffing savings of £2.4m relate to the industrial action in Streetscene, but these are offset by the use of contractors and other costs relating to the action leaving a net cost of the action of £0.038m including additional disposal costs.

It is projected that additional Early Leaver Initiative funds of £1.5m will be required to cover the in year costs of the initiative, funded from savings in debt charges as agreed at the half year.

### 3.3.4 Other

Debt savings have been achieved through proactive treasury management, taking advantage of the continued low short term interest rates and a £3.6m saving is currently projected, although £1.5m of this has been used to fund the early leavers initiative.

In view of the current financial position it is proposed that no more funds be released from the Contingency Fund and the balance of £750k be used to reduce the general overspend position. It is anticipated that an additional £1.3m could be found from further capitalisation and £1.1m from a review of postages (£0.3m), additional LPSA reward grant (£0.5m) and other minor adjustments ( £0.3m).

The projected overspend is reduced by the use of £1.7m of general fund earmarked reserves, and £1.5m release of Education Leeds operating reserve.

3.3.5 The current level of overspend gives some cause for concern and the Director of Resources following consultation with the other Directors has introduced stricter controls on external recruitment, use of agency staff and overtime unless essential for the safe delivery of front line services. In addition, directorates are minimising the value of payments outside the Council and therefore expenditure on running costs has been frozen except payments which are required to meet contractual commitments or are essential for the safe delivery of front line services. These actions are projected to generate savings of around £2.5m and are included in the projections.

The extent to which further actions are not identified to contain spending within approved estimates will impact on the Council's reserves, which will clearly have implications on the medium term plan assumptions going forward.

3.3.6 Further details of directorate variations are attached as Appendix 1.

## 4. **HOUSING REVENUE ACCOUNT**

4.1 At the end of the third quarter the HRA is projecting a surplus of £59k. This is after taking into account the following:

- a budgeted contribution to the Swarcliffe PFI sinking fund (£284k)

- a revenue contribution to capital (RCCO) to fund decency works on the Woodbridge estate (£500k)
- RCCO to fund a projected shortfall in resources for the HICT project (£200k)
- Capital charges associated with the unsupported borrowing for early demolition of properties in the Little London, Beeston Hill and Holbeck PFI area ( (£31k)
- Removal of care ring equipment from sheltered warden properties (£160k).
- Recharge from general fund for Care ring, medical rehousing and Leeds options service (£687k)

4.2 £1.5m of additional income is projected from housing rents. This is as a result of void levels being lower than budgeted and the decline in Right to Buy (RTB) sales. Of the increased income, £487k will be paid over to the ALMOs as additional void incentive payments.

4.3 A number of budget savings have been identified. Key savings are shown below:-

- |  |       |
|--|-------|
| • Salaries - (non filling of vacancies)      | £229k |
| • Procurement savings                        | £71k  |
| • Computer Software                          | £63k  |
| • Conferences , catering, office consumables | £14k  |

4.4 In addition, all costs associated with the Council's Underoccupancy Scheme and the Future of Council Housing in Leeds Project will be funded from earmarked reserves. This has released £185k to fund the unbudgeted pressures detailed in 4.1 above.

## **5. SCHOOL DEFICITS**

5.1 The Leeds Scheme for Financing schools sets out certain circumstances in which schools will be permitted to budget for a cumulative deficit balance to be remaining at the close of a financial year. An action plan has to be agreed that will plan how the school will eradicate the cumulative deficit within three years, if not before. Such action plans have to be formally approved by the Director of Resources.

5.2 Education Leeds have confirmed that robust deficit action plans are in place for the following schools and these have been recommended for approval by the Director of Resources.

### **Secondary**

Carr Manor High

### **Primary**

Wetherby Deighton Gates

Mill Field

Brodetsky

Seacroft Grange

New Beverley

Fountain

5.3 There are six schools projecting a deficit at the end of 2009/10, amounting to £1.059m. Education Leeds are to continue to work with these schools to develop robust action plans. In addition there are three schools which have closed in deficit totaling £1.9m.

## **6. OTHER FINANCIAL PERFORMANCE**

- 6.1 The level of Council Tax collected at the end of December 2009 is 83.4% of the debit for the year of £254.5m. This is marginally behind the same point last year however it is still forecast to match last year's performance of 96.3% by 31st March 2010.
- 6.2 The collection of non-domestic rates for the first nine months is 87.49% of the current net debit of £328.8m, which, whilst being behind the same period last year, is currently on target against a reduced yearly target of 97.5% agreed due to the impact of the recession.
- 6.3 In terms of Sundry income, the collection rate at the end of December is 94.1% of the amount due of £90m. The collection rate is similar to the same period last year and currently forecast to reach the year end target of 97%, however the planned project to move to a new recovery system, Authority Financials, during the 4th quarter of 2009/10 may have an impact on this.
- 6.4 The collection target for the year in respect of housing rents is 96.99%. At the end of December 2009, the actual collection rate achieved was 96.60%.
- 6.5 The prompt payment result for the third quarter of the year is 89% against a target of 92%. This represents a significant improvement on the position last year.

## **7. RECOMMENDATION**

- 7.1 Members of the Executive Board are asked to note the projected financial position of the authority after nine months of the financial year.

## ADULT SOCIAL CARE DIRECTORATE: 2009/10 BUDGET – PERIOD 9 REPORT

### 1.0 Introduction

This report sets out the financial position for the Adult Social Care directorate for Period 9.

### 2.0 Overall Summary

The Period 9 position for the Adult Social Care Directorate is a projected overspend of £6.5m. This is after assuming achievement of in-year action plans of £3.3m. The significant increase since Period 6 relates mainly community care packages and the latest projections for this budget are explained below.

### 3.0 Explanation of the Projected Overspend

The main reasons for the projected overspend are:

- **Community Care Packages - £6.8m**

#### Residential and Nursing Care Placements

Residential and nursing care placements are £3.1m higher than budgeted. Substantial savings were included in the 2009/10 budget, mainly to reflect the impact of revised criteria for fully-funded NHS care. Approximately half the projected overspend reflects these savings being over-ambitious. The remaining half relates to increased placement numbers in residential care during 2009/10 that were not anticipated when the budget was set. Whilst these give rise to substantial overspends in cash terms, in percentage terms they are more modest with each equating to 3% of the total budgeted numbers. The in-year increase in placements is partly due to more people coming forward for council funding having depleted their own financial resources and partly reflects more people being placed in independent sector rather than directly-provided homes. The projections take account of the potential impact of actions being taken to address the financial position that cannot yet be projected with certainty.

#### Domiciliary Care

The independent sector domiciliary care projection is £3m higher than budgeted. The majority relates to reduced waiting lists for care since the 2009/10 budget was set, which has improved the quality of service provided and facilitated timely discharges from hospital and intermediate care beds. Demand increases and lower referrals to the in-house service as it continues to downsize and work towards a new service model have also had a financial impact.

## Direct Payments

Directs payments expenditure reflects the extent to which customers choose to receive their services as a cash payment rather than through traditional services. This has been at a level £0.7m higher than budgeted during 2009/10.

- **Staffing - £0.4m**

This mainly relates to Support and Enablement services and includes the impact of slippage in implementing planned savings within home care, day care and residential care.

- **Agency and Contract Payments – (£0.5m)**

This is mainly due to a repayment relating to previous years funding from an organisation providing a significant level of service on behalf of Adult Social Care. The repayment of £0.3m is not yet confirmed.

- **Neighbourhood Networks – (£0.4m)**

The directorate has successfully bid for and received a one off grant contribution towards the city-wide scheme.

## CHILDREN'S SERVICES: 2009/10 BUDGET – PERIOD 9 REPORT

### 1.0 Introduction

This report sets out the financial position for Children's Services for the 3<sup>rd</sup> quarter (period 9).

### 2.0 Overall Summary

The period 9 position for Children's Services is a projected overspend of £2.62m which represents a favourable movement of £300k from the reported half-year position. This forecast overspend is net of £0.5m of action plan savings.

### 3.0 Explanation of the projected over/underspend

3.1 Within the overall Children's Services budget the individual service position is;

Line	Service	Forecast Variation Over/(under) £m
1.	Children & Young People's Social Care	5.56
2.	Early Years	(2.30)
3.	Integrated Youth Support Service (incl. Youth Offending Service)	(0.30)
4.	DCS Unit	0.16
5.	Education	(0.08)
6.	Central & Strategic budgets	1.33
7.	Use of reserves & grant balances	(1.75)
	<b>Total</b>	<b>2.62</b>

### 3.2 Children & Young People's Social Care (CYPSC)

In line with other local authorities, there is significant pressure on Children & Young People's Social Care in terms of service transformation, increased referrals and increased costs. The main financial pressures continue to be in the externally provided residential and fostering placement budgets. The spend on independent sector fostering placements is forecast to be £2.6m above the budget which is due to a significant increase in the number of children & young people placed with external fostering agencies. At present, there are 107 placements which is 75 more than budgeted. Another key pressure is in externally provided residential budget which is forecast to spend £1.9m more than budgeted, again due to an increase in the volume of placements. Across CYPSC, there is also additional pressure on the client transport budget and also around slippage on some of the budgeted action plans, for example the corporate review of employee travel policies, procurement efficiencies and delivery of the potential efficiencies from reducing the level of sickness absence.

### **3.3 Early Years**

The forecast underspend on the Early Years budgets continues to be focussed mainly on the employee budgets (£1.85m) and largely across the Children's Centres. There are also underspends on rents and utility costs which are mitigated in part by additional costs around cleaning and NNDR. The service has restricted spending on non-essential costs which is resulting in savings on office-related budgets, furniture & equipment and IT-related costs. There is a shortfall on budgeted nursery fee income which is offset by through maximising grant and external income and also through additional Nursery Education Funding.

### **3.4 Integrated Youth Support Service (incl. Youth Offending Service)**

In the main, the pressure on the IYSS budget is around a forecast overspend across the employee budgets, together with slippage on the some of the budgeted action plan savings (employee travel, procurement & maximising income) and non-reclaimable costs associated with the development of the Youth Hub in South Leeds. These pressures are offset through the implementation of an action plan around restricting non-essential spend, reviewing buildings costs and maximising income.

### **3.5 Central & Strategic Budgets**

The approved budget strategy for 2009/10 included some challenging targets around the delivery of efficiencies from service transformation and in particular the application of strategic commissioning, the development of integrated working at a locality level and by reviewing and rationalising back-office and support functions. Whilst progress continues to be made against these objectives, the half-year projections recognise that there will be slippage on the delivery of these budgeted efficiencies into 2010/11.

### **3.6 Director of Children's Services Unit**

The forecast outturn at period 9 includes the financial implications of the changes to the senior management arrangements in the DCSU, including the appointment of the interim DCS. In addition, there is a projected overspend around the establishment of the performance & improvement team. These pressures have been mitigated in part by savings on running cost budgets.

### **3.7 Use of reserves & grant balances**

The £1.83m forecast saving relates mainly to the agreement by the Education Leeds Board to release of £1.5m of its operating surplus to support priorities across Children's Services, in addition to the release £250k of grant balances from previous financial years.

## CITY DEVELOPMENT DIRECTORATE: 2009/10 BUDGET – PERIOD 9 REPORT

### 1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 9.

### 2.0 Overall Summary

The Period 9 position for City Development Directorate is a projected overspend of £2.9m against a month 6 revised projection of £1.7m. The main reason for this change is that the projection now includes the costs associated with the re-evaluation of a number of posts within Sport which have only recently been agreed through the job evaluation process. This includes £0.5m for the costs of this in 2009/10 and £1m for the back pay for 2007/08 and 2008/09.

The Directorate has continued to identify other savings through staffing and running costs and has actually reduced other projected overspends by £0.3m since Period 6.

### 3.0 Explanation of the Projected Overspend

As explained above, the impact of the revision to job evaluation outcomes in Sport is projected to result in an additional overspend on staffing in Sport of £1.5m.

Reduced external income continues to be a significant budget pressure. Projected shortfalls in key income sources across the Directorate now amount to just under £4m. The projected overspend can be summarised as follows:

#### Income Shortfalls:

Planning and Building Fees	£2.0m
Recreation	£1.0m
Libraries, Arts and Heritage	£0.2m
Commercial Property and Markets	£0.4m
Architectural Design Services	<u>£0.3m</u>
	£3.9m

Capital fee recoveries	£0.5m Cr
Planning Delivery Grant	£0.6m Cr
DLO	£0.2m Cr
Other income variations	<u>£0.7m</u> Cr
<b>Total Income variations</b>	<b>£1.9m</b>

#### Expenditure Variations:

Staffing	£0.3m
Additional staff costs in Sport (JE)	£1.5m
Operational budgets	£0.8m Cr

**Overall Total** **£2.9m**

#### Income Variations

Despite the 2009/10 budget being adjusted to allow for an expected reduction in external income, the actual position experienced in 2009/10 continues to be worse than was anticipated at the time the budget was set. The Period 9 budget projection assumes a shortfall of just under £4m in key income sources. The most significant problem continues to be planning and building fee income with a shortfall of over £2m. The shortfall against the monthly phased budget increased during the first 6 months of 2009/10 although the shortfall does now appear to have stabilized. Other income shortfalls include £0.4m on commercial property and markets rental income and £1.0m on recreation. An optimism figure of £200k on external income has been assumed for the final quarter on the basis that external income should pick up as the economic outlook starts to improve.

Reduced workloads for Architectural Design Services means that there is a projected shortfall in income of £0.3m after allowing for reduced staffing costs. The service has produced a budget action plan to deal with this situation including reduced staffing levels.

The Department for Communities and Local Government have now notified the Authority that the Housing & Planning Delivery Grant for 2009/10 is £1.45m, an additional allocation of £680k above the base budget. This is being used to part fund the shortfall in fee income.

## **Staffing**

To help fund income shortfalls, reduced workloads and meet other substantial cost pressures the budget strategy for City Development for 2009/10 included a staffing saving target of over £3m. An additional staff saving of £220k was also included for savings resulting from reduced sickness. Over 50 Early Leaver Initiative (ELI) cases were approved during 2008/09. An additional 30 business cases have been agreed to date in 2009/10 and services continue to actively review further expressions of interest. Restructures are also being progressed in a number of services which are experiencing reduced income and workloads. Overall the directorate has achieved a significant element of the £3m target but service budgets also include a vacancy factor saving. In many service areas staff turnover is very low resulting in services not meeting assumed vacancy factor assumptions in the budget and overall an overspend in staffing of £0.3m is projected. This also takes account of the fact that the latest pay offer for 2009/10 is less than the 2% pay award assumed in the budget. However, as already discussed above, the projection on staffing costs also now includes £1.5m for the estimated additional costs of job evaluation in Sport following the re-evaluation of a number of posts in the service.

Achieving staffing savings continues to be a priority for the Directorate. The ELI is being promoted and recruitment will continue to be closely managed in the Directorate with only front line service posts being released when vacancies occur.

## **Operational Budgets**

Operational budgets are being closely managed and only essential spend is being approved. There are some ongoing pressures in some services such as increased energy costs in Leisure facilities and projected additional spend on operational budgets in both Sport and Parks and Countryside. These include operational materials, equipment, provisions, security, fuel and vehicle hire which emerged as pressures during late 2008/09. In order to reduce the potential overspend operational

budgets have been reviewed across the Directorate and savings identified in each service area. These are reflected in the projected outturn.

The recent severe winter weather means that spend on winter maintenance is currently running at £200k above profiled spend. Future spend will obviously depend on the conditions in the rest of January, February and March but the projection assumes an overspend on the winter maintenance budget of £150k offset by £150k provision in central contingency.

## **ENVIRONMENT AND NEIGHBOURHOODS     DIRECTORATE: 2009/10 BUDGET – PERIOD 9 REPORT**

### **1.0 Introduction**

This report sets out the financial position for Environment and Neighbourhoods Directorate for Period 9.

### **2.0 Overall Summary**

The period 9 position for Environment and Neighbourhoods Directorate is a projected overspend of £0.3m. This is after assuming the successful implementation of identified actions.

### **3.0 Explanation of the Projected Over/Underspend**

Neighbourhoods and Housing Services are projecting an overall variation of £0.434m. Within Jobs and Skills residual staffing issues following the implementation of a major restructure has resulted in a £0.444m pressure and in addition there is a projected loss of income of £0.665m primarily for work based learning. Furthermore, within Jobs & Skills, the disposal of 1 Eastgate, which has taken longer than anticipated, has resulted in additional costs of £0.253m. The projected variation of £0.206m in Roseville Doors reflects a combination of the latest assumptions in respect of staffing (£0.1m) and activity levels for doors production (£0.106m) being much lower than anticipated prior to the factory closure in September 2009. The variation on Housing Services is largely due to the identification of appropriate charges of £0.687m to the HRA for medical rehousing, Carering and staff implementing Section 6 of the 1996 Housing Act.

Also within Housing Services further savings on vacant posts and the rescheduling of the programme for the upgrade of CareRing equipment will save £0.306m and £0.176m respectively.

Within Environmental Services an underspend of £0.110m is forecast.

Car parking income is estimated to be £0.6m lower than the budget. Of this, approximately £0.3m is forecast to be lost from Suspended Bays (where Developers pay the Council to close on street parking bays) and a further £0.2m shortfall will arise from the decision not to introduce Sunday / Evening Car Parking charges. Fee income is projected to be reduced by £0.1m. The inclement weather in December and January has also affected the levels of fee income received. City Centre bus lane enforcement will not now be introduced until April 2010 and this results in an income variation of £0.2m. However savings in staffing costs and running expenses of £0.4m are helping ease some of the income pressures. Parking is now projected to be £0.4m over budget.

Technical problems in relation to the generation of electricity from the engine at Gamblethorpe have caused a variation of £0.1m to budget.

Within HEAS pressures total £0.2m, the removal of external grant funding in the Fuel Savers team has created a £0.3m pressure which has been partially offset by savings on staffing and running costs.

Helping to offset the parking and HEAS pressures are savings within Waste Management of £0.5m. An increase in the market rates for recycled material will

generate an additional £0.1m and following a review on all posts staff savings of £0.4m will accrue.

Total waste arising is forecast to be contained within budgeted levels, but there has been a general reduction in the levels of trade waste taken at the transfer station which means that income could be £0.2m lower than budgeted levels.

Within Street Cleansing and Anti-Graffiti services, vacant posts and reduction in the level of Agency and Overtime is projected to save £0.3m.

It should be noted that an overall projected reduction in household waste arisings, will create a reduction in the amount required from the Council's Central Contingency budget of £600k.

## CENTRAL AND CORPORATE FUNCTIONS: 2009/10 BUDGET – PERIOD 9 REPORT

### 1.0 Introduction

This report sets out the financial position for Central and Corporate Functions for quarter 3 of 2009/10.

### 2.0 Overall Summary

The position for Central and Corporate Functions is a projected underspend of £752k which represents an improvement of £786k from quarter 2. The main reason has been the realisation of pay savings within Resources combined with a tightening of spending on running costs.

### 3.0 Explanation

The main reasons for overall projected underspend are:

#### **Corporate Governance (£49k underspend)**

- Due to a review of the fee for Local Authority Property Searches and an improvement in the housing market there has been an increase in the level of income generated to date. The budget was based on an estimated level of searches and this has increased significantly. Based on a monthly average for the year to date, £296k of additional income could reasonably be expected to be generated in 2009/10. A recent review by the Information Commissioner regarding whether part of the information provided by a local land charges search has to be provided free of charge has just arisen nationally and this would have a significant impact on the income to be received if the decision is confirmed by the Government.
- Professional Legal Services staffing costs are projected to exceed budget by £699k reflecting increases in the volume of work requested. These additional costs will be recharged to clients.
- Within Democratic Services, the cost of member's allowances is predicted to overspend by £101k and Democratic Services pay by £65k.
- Additional income of £80k is reflected in the projection on the assumption that further costs borne by LCC can be funded from the European Election account.

#### **Policy, Performance and Improvement (net overspend after actions £80k)**

#### **Planning, Policy and Improvement (net overspend after actions £80k)**

- A number of actions have been implemented since the quarter 2 projection was reported resulting in the projected overspend decreasing from £191k at quarter 2 to £80k at quarter 3. It is anticipated that further actions in quarter 4 will reduce this figure further.
- Pressures are predominantly in customer services with increased activity due to the economic downturn and service pressures

## **Resources (net underspend after actions, £783k)**

The position has moved from a projected underspend of £259k at quarter 2 to a £783k underspend at quarter 3 mainly due to further savings on pay, plus some running costs.

The main issues are summarised as follows:

- Net pay savings in relation to 'support services' amount to £1.3m and are largely as result of the non-filling vacancies in anticipation of savings targets for next year's budget.
- The impact of receiving less income from housing benefit overpayments is still projected at £350k. Additional resources have been channeled into 'intervention' work which is hoped will identify more overpayments and reduce the pressure.
- The Commercial Group is projecting an adverse trading position of £156k. This comprises pressures within Property Maintenance Building of £295k and Catering of £59k, offset by a better trading position within other areas amounting to £198k.
  - The Property Maintenance Building function remains the most challenging area following the 2008/09 net overspend of £700k. The 2009/10 budget relies on the service realising a number of efficiencies in areas such as reduction in sickness as well as generating additional income. Significant internal resource has been employed in introducing enhanced financial controls as well as a new model of working with the Corporate Property Management service in 2009/10. Currently an adverse position of £295k is projected due to a lower income projection as well as slightly higher expenditure.

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## Report of the Head of Policy and Performance

**Meeting: Central and Corporate Functions Scrutiny Board**

**Date: 1<sup>st</sup> March 2010**

**Subject: Performance Report Quarter 3 2009/10**

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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## 1 Executive Summary

- 1.1 This report presents our key performance information against the Council Business Plan priorities for Quarter 3 2009/10. In addition since the last quarter the first set of reports under the Comprehensive Area Assessment (CAA) regime were released and the CAA reports are tabled with this report as a supplement to our own internal performance reports. Following on from the Q2 performance report, and the first set of CAA reports in December 2009, CLT identified a number of performance issues which warranted additional attention and focus. To this end it was agreed that the performance indicator report normally provided at Q3 should be supplemented by a small number of Action Trackers. Those trackers relevant to the Corporate and Central Functions Scrutiny Board are included with this report so that Members have the opportunity to more closely monitor these 'tagged' areas and can suggest, where necessary, further improvement action. In addition, the CAA Lead, Stephen Gregg, will also use these extra trackers to monitor our performance on an on-going basis throughout the year prior to a full refresh of CAA in December 2010.

## 2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against our priority outcomes and high risk (tagged) performance areas at the end of Quarter 3 so that Members can monitor progress and, where necessary, recommend appropriate remedial action. In addition the CAA reports present an independent external assessment of our performance from the Audit Commission through the first round of the Comprehensive Area Assessment (CAA).

## 3 Background Information

- 3.1 This performance report includes a number of appendices of information and these are summarised below:

- **Appendix 1** – Any “tagged” action trackers from the Council Business Plan. These trackers include progress in the delivery of key actions/activities, updated key performance indicator results and any relevant challenges and risks. They include an overall traffic light rating assigned by the Accountable Officer and agreed with the Accountable Director.
- **Appendix 2** – Performance indicator report containing quarter 3 results for all performance indicator which can be reported in year from the Council Business Plan, National Indicator set and any key local indicator which are relevant.

This information is supported by two guidance documents to aid the reader in interpreting the actions trackers and the performance indicator reports.

- 3.2 The performance indicator reports have been revised slightly to include a direction of travel arrow which provides an indication of whether improvement is being made year on year. This compares the predicted year end performance for 2009/10 with actual year end performance for 2008/9. In order to simplify the interpretation of this column it should be noted that an **upward** arrow always indicates **improving** performance regardless of whether the indicator should rise or fall.
- 3.3 Since the Q2 performance was reported to Scrutiny the first set of reports under the Comprehensive Area Assessment (CAA) were released. The CAA is the new framework for the independent assessment of local public services in England. CAA has two main elements, which are linked and inform each other, these are:
- **Area Assessment** that looks at how well local public services are delivering better results for local people across the whole city, focusing on agreed priorities such as health, economic prospects and community safety, and how they are likely to improve in the future; and
  - **Organisational Assessment** of individual public bodies which for the council comprises two scored assessments – Use of Resources and Managing Performance. These scores are aggregated to produce a single score for the organisation.

In addition, the National Indicator Set (NIS) introduced from April 2008, is also used as a key evidence source for both the area and organisational assessments.

- 3.4 The CAA is an annual assessment co-ordinated by the Audit Commission through the CAA Lead (CAAL) but incorporates the views of all relevant inspectorates (eg Ofsted, Care Quality Commission, Her Majesty's Inspectorate of Constabulary etc). The Area Assessment examines how well local services are delivering improvements and progressing towards long term goals. The Area Assessment seeks to assess the effectiveness of partnership working, and the implementation of the sustainable community strategy and local area agreement. The CAA provides the public with direct access to information on performance and an independent assessment of the prospects for the local area. The Area Assessment is reported as a narrative and does not receive a numerical score or other rating; instead 'red' and 'green' flags are issued in relation to the progress being made in an area. It is important to note that 'red'

and 'green' flags are not the opposite of each other; they each have their own distinct purpose and criteria ie:

- Where the action being taken in an area to improve an important outcome is assessed by the inspectorates as unlikely to deliver the improvement sought, this may be highlighted as a significant concern using a red flag. It is important to note that a deteriorating outcome will not necessarily result in a red flag.
- Where exceptional performance or improvement is identified, or there are promising prospects for improvement through innovation, this may be highlighted as a source of learning for others using a green flag.

3.5 The Organisational Assessment covers the following key questions:

- Managing Finances – how effectively does the organisation manage its finances to deliver value for money?
- Governing the Business – how well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
- Managing Resources – how well does the organisation manage its natural resources, physical assets and people to meet current and future needs and deliver value for money?
- Managing Performance – how well does the organisation manage and improve its services and contribute to wider community outcomes?

3.6 The first three questions are assessed in the annual Use of Resources Assessment. The Managing Performance theme is assessed by the CAAL using the National Indicator Set, judgements by other inspectorates eg the annual performance assessments on Adults and Children's services and through an on-going dialogue in conjunction with the Area Assessment. Both the Use of Resources and Managing Performance assessments are given a score on a scale from 1 (lowest) to 4 (highest) and the overall Organisational Assessment result is a combination of the two elements using the matrix below:

		Managing performance			
		Scores	1	2	3
Use of resources	1	1	1	1	1
	2	1	2	2 or 3	2 or 3
	3	1	2 or 3	3	3 or 4
	4	1	2 or 3	3 or 4	4

3.7 Therefore, within this model the CAAL has some discretion in weighing up the evidence and taking account of local context in determining which themes should carry more weight. The scores represent the following descriptors of performance:

Overall [organisation x] performs poorly/adequately/well/excellently		
1	An organisation that does not meet minimum requirements	Performs poorly
2	An organisation that meets only minimum requirements	Performs adequately
3	An organisation that exceeds minimum requirements	Performs well
4	An organisation that significantly exceeds minimum requirements	Performs excellently

## 4 Main Issues

4.1 In November 2009 the Q2 performance information for the Leeds Strategic and Council Business Plans was reviewed by CLT and they identified an number of areas of concern in terms of performance. In early December the first Organisational and Area Assessments reports under CAA were released and these reports also identified a number of areas of under-performance which the CAA Lead has identified for further investigation – these "tagged" areas are effectively the potential red flag areas for 2010. There was significant similarity between

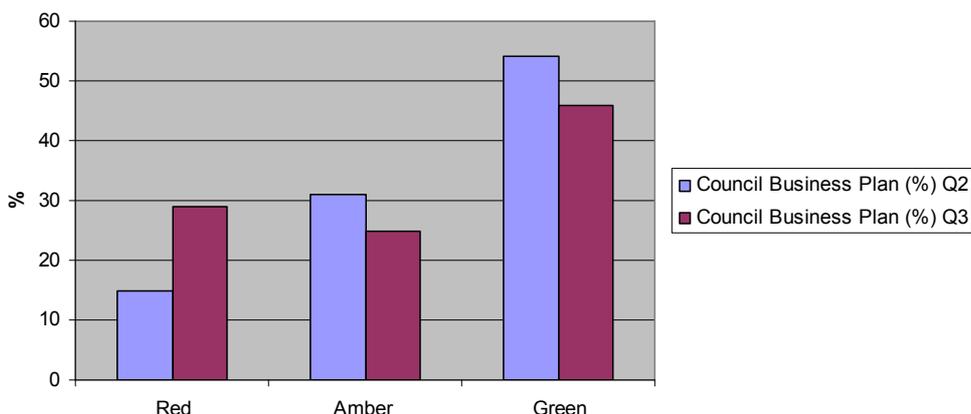
these two lists and in December CLT agreed that they wanted to collectively monitor these areas more closely but use the current performance management processes to do this. Therefore, it was agreed to produce action trackers quarterly for these “tagged” areas to enable more frequent updates and closer monitoring of these high risk areas. In addition, the CAA remains live during the year and there is an opportunity to refresh the information on the One Place website with any updates of key progress and activities.

### Overall Performance Indicator Analysis

4.2 Of those indicators that can be reported quarterly for the Council Business Plan the proportion of those rated red, amber and green and the comparisons to the position at Q2 are shown in the table and graphs below.

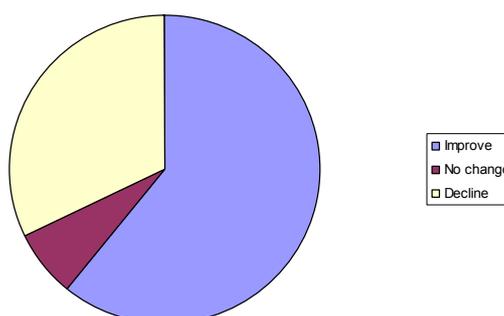
	Council Business Plan (%)	
	Q2	Q3
<b>Red</b>	15%	29%
<b>Amber</b>	31%	25%
<b>Green</b>	54%	46%

RAG rating of CBP Indicators



4.3 In terms of direction of travel the predicted year end performance of all CBP indicators has also been compared to the outturn from the previous year and the summary of this is shown below with just over 60% of indicators showing year on year improvement.

Proportion of CBP Indicators Improving year on year



## **CAA Reports**

- 4.4 Since the last performance report to Scrutiny the CAA Organisational and Area Assessment reports have been released. Both reports were made available to members upon their publication back in December and both reports can be also be found on the intranet and internet as well as on the Audit Commissions One Place website. Therefore these reports are provided in Appendix 3 for discussion alongside the Q3 performance information to provide an independent perspective. However, the most relevant report for the Corporate and Central Functions Scrutiny Board is the Organisational Assessment.

## **Data Quality**

- 4.5 The Corporate Policy and Performance Team have revised the criteria used to inform the data quality judgements that are included in Accountability reports for each performance indicator. A revised data quality checklist, with a built in scoring mechanism to determine the traffic light rating, has been produced. This has been successfully piloted in Children's Services and Environment and Neighbourhoods and is in the process of being rolled out across all reported indicators. In order to ensure consistency of reporting it is our intention to report these revised data quality traffic lights at Q4. Members should note that this will mean that some of the data quality traffic light ratings are likely to change as this more rigorous approach is implemented at year end.

## **5 Implications for Council Policy and Governance**

- 5.1 The Leeds Strategic Plan and Council Business Plan is part of the council's Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate. Effective performance management is a key element of the organisational assessment under the Comprehensive Area Assessment. The CAA examines and challenges the robustness and effectiveness of both our corporate performance management arrangements and those across the partnership.

## **6 Legal and Resource Implications**

- 6.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area. These slightly revised performance reporting arrangements are achievable within current resources across the organisation.

## **7 Conclusions**

- 7.1 This report provides the Board with a high level overview of the city's performance against the Council Business Plan as at the 31st December 2009.

## **8 Recommendation**

- 8.1 Members are asked to;
- consider the Q3 performance reports and where appropriate, recommend action to address any specific performance concerns raised; and
  - consider the relevant parts of the organisational assessment report which are within the remit of the Board.

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**Action Tracker Guidance**

**Introduction**

The ‘Action Trackers’ are mostly prepared on a half yearly basis (at quarters 2 and 4)\* and are intended to give an organisational ‘snapshot’ view of the progress against the city’s top level priorities as set out in the Leeds Strategic Plan and Council Business Plan. They provide a broader range of information and progress than is provided in the performance indicator results alone. Each improvement priority within the Leeds Strategic Plan and Council Business Plan has been allocated to an **Accountable Officer** whose role is to provide leadership, co-ordinate the activities of contributing officers/partners and evaluate the performance information to ensure the delivery of the improvement priority. An action tracker has been completed for every improvement priority by the Accountable Officer who has provided an overall evaluation of progress to date and an assessment of the direction of travel. Please see below a brief summary of the information that has been provided in each of the sections of the action tracker template.

\*For areas of under-performance, or where issues have been highlighted under CAA, the trackers are provided quarterly. Within these “tagged” trackers at quarters 1 and 3 Accountable Officers are given the option to provide a more focused update based on any specific issues raised under CAA where this is appropriate.

**Overall Progress Traffic Light and Direction of Travel Ratings Explained**

	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.  Overall the direction of travel is improving.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.  Overall the direction of travel is improving.		Significant delays or issues to address and unlikely to meet targets for key performance indicators.  Overall the direction of travel is improving.
	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.  Overall the direction of travel is static.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.  Overall the direction of travel is static.		Significant delays or issues to address and unlikely to meet targets for key performance indicators.  Overall the direction of travel is static.
	Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.  Overall the performance is deteriorating.		Minor delays/issues are having an impact on delivery but remedial action is underway/planned and the key performance indicators results are likely to be on, or close to, target.  Overall the performance is deteriorating.		Significant delays or issues to address and unlikely to meet targets for key performance indicators.  Overall the performance is deteriorating.

<b>Why is this a Priority?</b>	This section provides a brief comment on why this improvement area is a priority. For example it may be to address poor performance particularly in comparison to other similar cities, be a Government priority or it may address a specific local need / inequality etc. A black diamond denotes that this is a “tagged” or high risk tracker which is produced quarterly.
<b>Graphs</b>	This section presents one or two of the aligned performance indicators as a graph. The graph will include information such as past and present performance and future targets
<b>Overall Summary</b>	This section provides an overall summary analysis of the progress to date - taking a view based on <b>all</b> the information provided in the action tracker including the results for the aligned performance indicators. This section should provide a clear explanation for the overall traffic light and direction of travel ratings.
<b>Achievements since the last report</b>	This section provides details of the key achievements/outcomes delivered in the last 6 months. For many improvement priorities there will be a large number of actions and activities but this section will only include the most important high level achievements.
<b>Challenges/Risks</b>	This section sets out any key risks or challenges that may prevent the delivery of the improvement priority.
<b>Council/Partnership Groups</b>	This outlines at which key council or partnership group the Action Tracker has been discussed and/or approved.
<b>Key Actions for the next 6 months</b>	This section provides a summary of next steps/key actions which are due to be carried out over the coming 6 months. Again these are limited to the most important and high level activities and where possible focus on what the impact/outcome will be. For each action/activity the contributory officer/partner responsible for leading this work, any milestones and timescales are included.
<b>Performance Indicator Information</b>	In this section the results for the aligned performance indicators for this improvement priority are presented including the target and are traffic lighted both for the result itself and for data quality. <b>NB</b> Additional performance information is presented in appendix 4.

**Accountability Reporting Guidance**

Column Title	Description
PI Type	<p>The PI Type column describes which basket each indicator belongs to. A basket is a set of indicators which we use to report on progress relating to different plans or frameworks, such as the Leeds Strategic Plan.</p> <p>Leeds Strategic Plan Government Agreed - These indicators show progress against the Leeds Strategic Plan and also form our Local Area Agreement.</p> <p>Leeds Strategic Plan Partnership Agreed - These indicators are the locally agreed priorities included in the Leeds Strategic Plan.</p> <p>Business Plan - These are indicators that form part of the Council Business Plan.</p> <p>National Indicator - These indicators are part of the set that are used to measure local government performance.</p> <p>Local Indicator - These are local key indicators for Leeds set by specific service areas.</p>
Reference	Each indicator has a unique reference number.
Title	This is the title given to the indicator.
Service	The service column identifies which team within the Council is responsible for service delivery, monitoring the performance and data quality of each indicator.
Frequency & Measure	<p>The top line in this column identifies how often we collect this information. This may be every month, every three months (quarterly) or once a year (annually). We only report annual indicators at the end of quarter 4 (after the end of March).</p> <p>The second line in this column identifies what measure we use to check on progress. For example, we might measure this result in the number of days or weeks we should take to finish something, such as a planning application. In another case, we might measure the percentage, such as the percentage of enquiries we respond to within five minutes.</p>
Rise or Fall	The good performance column identifies if the results should go up or down to show whether we are doing well. For example, if this is set to rise, you would expect the figures to increase.
Baseline	The baseline column provides a base result for the indicator against which progress can be measured. This is usually based on performance at a specific time in the past. E.g. a previous year.
Last Year Result	This column displays the result at the end of the previous financial year (31 March 2009).
Target	This column shows the target we have agreed for this financial year.
Quarter	This column identifies the result at the end of the quarter.

Appendix 1 & 2 Guidance Notes

Predicted Full Year Result	Directorates use this column to show how well they expect to do at the end of the year. They forecast this position depending on the current performance of each indicator. This figure may change each quarter depending on the performance over time of the indicator. We use this figure as one method to inform whether an indicator is red, amber or green.	
	The green light shows that the Directorate predicts this indicator <b>WILL</b> meet its target. The Directorate uses current performance information to make this forecast.	
	An amber traffic light shows that the Directorate predicts this indicator will not meet its target. However, the performance for this indicator is still acceptable and will not result in significant problems. The Directorate uses current performance information to make this forecast.	
	The red lights shows that the Directorate predicts this indicator <b>WILL NOT</b> meet its target at the end of the year. The Directorate uses current performance information to make this forecast.	
Direction of Travel	An upwards arrow indicates that the 2009/10 result is forecast to be an improvement in performance compared to the 2008/09 result	↑
	A sideways arrow indicates that the 2009/10 result is forecast to be at the same level of performance compared to the 2008/09 result.	↔
	A downwards arrow indicates that the 2009/10 result is forecast to be decline in performance compared to the 2008/09 result	↓
Data Quality	To know we can rely on the information in these reports, it has to be of good quality. Directorates use this column to identify indicators where they have concerns about the quality of the information or data in the report. If a Directorate has Some or Significant concerns regarding Data Quality there will be an explanation in the comments field.	
	No Concerns indicates that the Directorate has signed off the data as accurate.	No Concerns
	If Some Concerns has been chosen, the Directorate has concerns about the data and are working to ensure it is accurate and reliable.	Some Concerns
	If Significant Concerns has been chosen, the Directorate thinks that the quality of the data may not be good or that maybe they have not got the correct data.	Significant Concerns
Comments	The comments for each indicator should explain why performance varies. They should also highlight if there are any problems with the quality of the data and what steps the Directorate is taking to improve it. This section will also focus on what will be done to improve the actions and state what outcomes they have achieved.	

## Improvement Priority – VP-2b Enhance our leadership of the city

CAA Focus - Effective performance management by partnership and being able to act quickly on poor performance

Accountable Officer – Kathy Kudelnitzky

Overall  
Progress



### Why is this a priority



There is a need to ensure that Leeds City Council plays a pivotal role in leading the delivery of city's strategic priorities and in so doing enabling effective performance management across the partnership.

**Graphs** - There are no graphs for this priority.

### **Overall Progress to date and outcomes achieved 1st October to 31st December 2009**

#### **Overall Summary**

The Council is making good progress against this priority. The Leeds Strategic Plan is now well established across the city and more recently our focus on developing a new Vision for Leeds has begun to secure further engagement on the city's longer term ambitions. The new Vision will look ahead a further 10 years to 2030 to consider the major issues and challenges the city is likely to face in the long-term including the sustainability agenda, addressing poverty and responding to demographic change. This work will also include the development of the next Leeds Strategic Plan, 2011 to 2014. A clear timetable and action plan has been prepared to ensure that the council and the partnership is ready to approve these two new documents in April 2011.

The December 2009 Area Assessment highlighted the need to link strategy, performance management and delivery more effectively across the partnership and to make sure that local people have confidence in the partnership to deliver improved outcomes. Work has, therefore, taken place during the last quarter to review our performance management and partnership governance arrangements.

Through discussions at CLT and in relevant partnership forums, a new more robust approach to performance management has been agreed including the introduction of Innovation Challenge Events. To test this new approach, an innovation challenge event on NEET has been arranged to consider this particular area of under-performance and to pilot the new arrangements. The outcome of this new approach will be reported to CLT and to the partnership in April 2010.

Following negotiations with central government, the Leeds City Region has been awarded Forerunner status with our agreement been formally signed off and launched at a summit held in November 2009. Work is now underway to establish appropriate governance structures through which this work can be further developed and relevant powers can be devolved.

#### **Achievements since the last report**

- A detailed review of the current Vision for Leeds 2011 to 2030 – “where are we now” – has been written, presented and discussed by over 30 partnership groups and the City and Regional Partnerships Scrutiny Board. Similar sessions have taken place or are planned with each of the main political groups.
- Governance arrangements for the Vision review process, both internally within the Council and across the Leeds Initiative, have been agreed including the establishment of the Vision Steering Group which met for the first time on 29 January 2010.
- The partnership governance review continues with consultation interviews and meetings taking place.
- The review and continuous improvement of the performance management framework continues. For example at quarter 2 a revised version of the action trackers was successfully used and this received a positive response from across the council and the partnership. This enabled a more focused discussion in accountability meetings (e.g. CLT, discussions with political leaders and Scrutiny Boards). The result is that CLT, political Leaders, key partners and Scrutiny have contributed to the agreement on a number of areas for closer monitoring including the production of additional action trackers at Q3.
- Leeds City Region governance arrangements are being developed to underpin the delivery of greater devolution within housing and regeneration; innovation; transport; and skills and worklessness.

## Improvement Priority – VP-2b Enhance our leadership of the city

CAA Focus - Effective performance management by partnership and being able to act quickly on poor performance

**Accountable Officer – Kathy Kudelnitzky**

### Challenges/Risks

- Refocusing activity to reflect new priorities
- Achieving outcomes with continuing economic, capacity constraints and budgetary challenges
- Making sure that partnership arrangements are effective at supporting the delivery of outcomes
- Delivering the Leeds City Region Forerunner programme – moving from planning to delivery

<b><u>Council / Partnership Groups</u></b>	Leeds Initiative Executive, Corporate Leadership Team, LI Strategy and Policy Boards		
<b><u>Approved by</u></b> <i>(Accountable Officer)</i>	Kathy Kudelnitzky	<b><u>Date</u></b>	28 <sup>th</sup> January 2010
<b><u>Approved by</u></b> <i>(Accountable Director)</i>	James Rogers	<b><u>Date</u></b>	2 <sup>nd</sup> February 2010

**Improvement Priority – VP-2b Enhance our leadership of the city**

CAA Focus - Effective performance management by partnership and being able to act quickly on poor performance

**Accountable Officer – Kathy Kudelnitzky**

<b>Key actions for the next 3 months 1<sup>st</sup> January to 30<sup>th</sup> March 2010</b>				
	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
1.	Vision Steering Group will be convened and the project plan delivered.	Martin Dean All partners	LI Joint Board meeting (of Narrowing the Gap and Going up a league) to be held in February 2010 will consider the outcome of the stakeholder stage of the Vision development plan. The conclusions will help set out new draft aims in the Vision document.	February 2010
2.	Development of a Performance Management Framework for the City that ensures performance is better monitored across the partnership.	Steve Clough	Review arrangements Use experience of the NEET Innovation Day to develop more formal proposals for addressing poor performance Documentation of PMF	March 2010
3.	Review of the scope and model for Leeds Initiative partnerships structures their governance arrangements – make certain they are fit for purpose and able to drive strategic and delivery improvement.	Martin Dean	Desktop review against Audit Commission best practice will be reported to the Leeds Initiative Executive as a basis for developing proposals	March 2010
4	Develop a new model for delivering the Leeds City Region Forerunner programme – moving from planning to delivery.	Rob Norreys	Review of the role of the secretariat support and recommendations for the future model of delivery to be completed by March 2010 Forerunner governance arrangements developed by May 2010	March 2010  December 2009

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**Improvement Area – The Council strives to achieve efficiency in all its activities  
Improvement Priorities - VfM 2 Improve efficiency of our services including  
maximising savings delivered through procurement, ICT and asset management;  
embed value for money at all levels.**

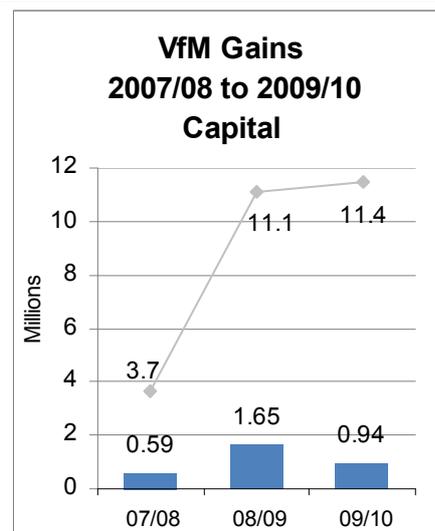
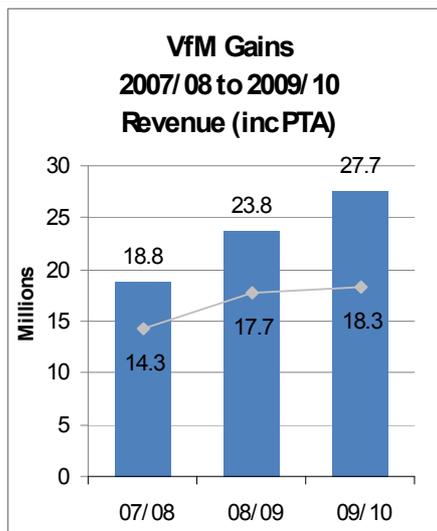
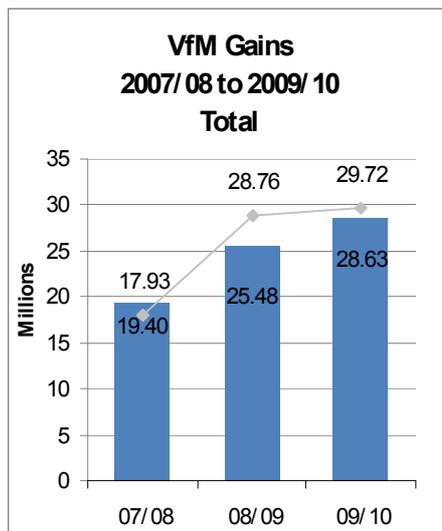


CAA Focus - The council should gain a greater understanding of the underlying drivers of cost so that it can effectively review and challenge service delivery and VfM. Council should work closer with partners to compare and evaluate costs and outcomes

**Accountable Officer – Doug Meeson / Tim Pouncey**

**Why is this a priority**

Greater value for money - efficiency - will be key to meeting the challenge of improving local services within the resources available. Councils, along with the rest of the public sector, are expected to deliver 3 per cent per annum efficiency gains in Comprehensive Performance Review 2007, with the Comprehensive Performance Review 2007 taking place in a tight fiscal context.



**Overall Progress to date and outcomes achieved 1st October to 31st December 2009**

**Overall Summary**

Progress against this priority at quarter 3 is based on the key actions detailed in this action tracker as NI179 figures are not currently available. A comprehensive update against this priority will be available at quarter 4.

**Achievements since the last report** (figures based on quarter 2 position)

At the half year, the cumulative projection to 31/03/10 is £53,425k, below the target of £58,476k by 8.64%. Of this shortfall, £4m reflects the underachievement in 08/9. While revenue value for money gains are continuing to be identified and captured, there continues to be significant pressures with regards to capital gains. Against a cumulative target of £22,518k (a component of the overall target) for capital, gains are projected to total £2,584k. Work is ongoing across the Authority and with Core Cities to try to identify possible capital gains that meet the definition of this indicator.

Work is ongoing across the Council to prioritise resources, deliver on significant efficiency projects that are underway and implement a number of action plans to address the projected overspend in 2009/10. A significant piece of work has commenced with PwC that should identify significant collaboration opportunities for the Council which will help meet efficiency targets and deliver transformation aspirations. The data capture stage of the Delivering Efficient Corporate and Transactional Services programme (DECATS) is underway, and initial workshops to verify and challenge outputs have been arranged at which consideration will be given to those processes that require more detailed analysis with a view to identifying efficiencies and/or opportunities for collaboration.

Plans have also been made to help ensure a corporate approach to efficiency and value for money, these are summarised in the section on 'key actions in the next 6 months'. There has been some slippage in the timescales reported at quarter 2. However, capacity issues are being addressed and it is anticipated that progress in the next quarter will be seen.

**Improvement Area – The Council strives to achieve efficiency in all its activities  
Improvement Priorities - VfM 2 Improve efficiency of our services including  
maximising savings delivered through procurement, ICT and asset management;  
embed value for money at all levels.**

CAA Focus - The council should gain a greater understanding of the underlying drivers of cost so that it can effectively review and challenge service delivery and VfM. Council should work closer with partners to compare and evaluate costs and outcomes

**Accountable Officer – Doug Meeson / Tim Pouncey**

**Challenges/Risks**

For 2009/10, the in year capital projection totals £922k, which when added to the 2008-09 gains results in a cumulative capital total of £2,584k, below the capital target of £22,518k by nearly 90%.

This failure to deliver capital value for money gains is a problem being experienced by many Authorities. None of the Core Cities are performing well in this area. Some examples of capital value for money gains are:

- Reduction in bid costs
- Reduce initial costs through adopting standard construction
- Integrate revenue and capital budgeting through assessing capital spend and revenue maintenance together
- Asset use optimisation through better asset mgt planning
- Sale of surplus assets – revenue impact (interest accrued) but not for non operational assets
- Leasing and borrowing – decide to purchase rather than lease a building, net difference between annual borrowing charges and running costs v leasing charges and running costs

Work is ongoing with the Public Private Partnership Unit (PPPU) to capture any gains in the above areas that may arise from delivering PFI schemes. However, value for money gains from school related schemes including PFI, BSF and the LEP may not be included as these are captured via the Department for Children, Schools and Families.

KPMG, in their report to those charged with governance on the Use of Resources, have highlighted 4 significant improvement areas the relate to value for money. These are:

- *The Council should gain a greater understanding of the underlying drivers of cost so that it can effectively review and challenge service delivery and value for money.*
- *The Council should work closer with partners to compare and evaluate processes, costs and outcomes to improve the use of benchmarking data and other comparative information on cost and performance*
- *The Council need to ensure when redesigning services there is a focus on enhancing services and supplies for local people by ensuring outputs and value for money targets are achieved and evidenced.*
- *The Council need to demonstrate that stakeholders and local people have confidence in the organisation's partnerships and that these partnerships are providing effective outcomes and value for money.*

Many of the actions in the 'key actions' are aimed at addressing these issues

<b><u>Council / Partnership Groups</u></b>	N/A		
<b><u>Approved by</u></b> <i>(Accountable Officer)</i>	Doug Meeson Tim Pouncey	<b><u>Date</u></b>	11/2/09
<b><u>Approved by</u></b> <i>(Accountable Director)</i>	Alan Gay	<b><u>Date</u></b>	11/2/09

**Improvement Area – The Council strives to achieve efficiency in all its activities**

**Improvement Priorities - Vfm 2 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels.**

CAA Focus - The council should gain a greater understanding of the underlying drivers of cost so that it can effectively review and challenge service delivery and VfM. Council should work closer with partners to compare and evaluate costs and outcomes

**Accountable Officer – Doug Meeson / Tim Pouncey**

**Key actions for the next 3 months 1st January to 30th March 2010**

	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
1	Develop a corporate and systematic approach to value for money, including a clear and concise policy statement on vfm, a consistent approach to benchmarking	Tim Pouncey	Detailed plans to be developed – some delays since the previous report	April 2010
2	Further work on assigning accountability and responsibility for vfm – the Chief Officer (Audit & Risk) has been tasked with developing the corporate and systematic approach and the Business Process Reengineering team transferred to the Audit and Risk team to contribute to this work	Tim Pouncey	BPR team transferred in October - done Job description and employee specification has been evaluated using the HAY methodology	
3	Develop governance arrangements for vfm including a review of existing terms of reference and developing proposals for a 'star chamber' approach to vfm. Consider the role and contribution of scrutiny boards to the vfm agenda	Tim Pouncey	Initial proposals to be considered by Corporate Leadership Team – delayed since previous report, although initial proposals have been developed prior to presentation to CLT Scrutiny Chairs have considered a brief report on the vfm implications of their reviews.	March 2010
4	Developing and embedding a culture of vfm – the vision is that all chief officers will be accountable for driving down cost and delivering vfm	Tim Pouncey	Detailed plans to be developed	April 2010
5	As part of the systematic approach to vfm it is intended to develop a 'dashboard' approach to reporting the current position on vfm across all services.	Tim Pouncey	Develop proposals for a dashboard approach, determine an appropriate link to the PwC DECATS work Detailed proposals for the dashboard of vfm indicators is being developed for discussion with the BT team to include vfm as one of two pilots of Business Intelligence Systems	December 2009 (initially) January 2010
6	Develop proposals for raising awareness of vfm and training/briefings on undertaking vfm reviews	Tim Pouncey	Develop a communications plan	March 2010
7	Review the Internal Audit plan to refocus vfm reviews on corporate priorities	Tim Pouncey	Brief have been developed for a number of vfm reviews and initial work started	

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**Improvement Area – The Council strives to achieve efficiency in all its activities**

**Improvement Priorities - Vfm 2 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels.**

CAA Focus - The council should gain a greater understanding of the underlying drivers of cost so that it can effectively review and challenge service delivery and Vfm. Council should work closer with partners to compare and evaluate costs and outcomes

**Accountable Officer – Doug Meeson / Tim Pouncey**

**Key actions for the next 3 months 1st January to 30th March 2010**

	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>
8	Liaise with other authorities (and other appropriate organisations) to benchmark best practice	Tim Pouncey	Liaise with other organisations	ongoing
9	Develop a checklist to determine whether market testing is an appropriate response for a particular service.	Tim Pouncey	Proposals to be consider by CLT before incorporated into the dashboard – timescale extended since the last report	April 2010

**Performance Indicators**

Performance indicators aligned to the Improvement Priority

Page Reference	Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	2009/10 Quarter 3	Current Predicted Full Year Result	Data Quality
44	NI 179	% of cash releasing efficiency savings made (cumulative total over next three years)	Finance	6 Monthly £m	Rise	£28.759m	£28.759m	6.1% or £58.473m	No update at Q3	£53,425k (as at Q2)	No Concerns
	BP-04a	Use of Resources score for understanding costs and achieving efficiencies	Finance	Annual Number 1-4	Rise	N/A new key line of enquiry for 2009 assessment		3	2 Confirmed result		No Concerns
	BP-04c	Use of Resources score for Strategic Asset Management	Asset Management	Annual Number 1-4	Rise	N/A new key line of enquiry for 2009 assessment		3	3 Confirmed result		No Concerns

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
1 Business Plan / LSP - Government Agreed	NI 185	CO2 reduction from local authority operations	Sustainable Development	Quarterly %	Fall	141,699 tonnes CO2	141,699 tonnes CO2	2.1% reduction	30,623 tonnes	24,018 tonnes	38,702 tonnes	136,571 tonnes (3.6% reduction)		No Concerns
	<p>Strong progress has been made for the first three quarters, with emissions declining in most categories (buildings achieved -6.4%; streetlights +5.5%; staff travel +2.3%; fleet -7.2% &amp; outsourced fleet -5.0%) and therefore this remains on track.</p> <p>Streetlighting has increased significantly due to the PFI programme, which has focussed initially in the more rural areas and resulted in additional lighting columns being installed to achieve prescribed light standards. This trend will be reversed as more urban areas are reached. Fleet vehicles have achieved significant reductions, partly due to the refuse strike, and partly due to excellent energy efficiency initiatives. The consistent trend in reducing building emissions is encouraging as this forms over 60% of total emissions from Leeds and is likely to be due to a combination of building disposal, more efficient new buildings, energy efficiency improvements and staff awareness. Across the range of data, inconsistencies have decreased due to the smoothing effect of more quarters of data, ironing out some issues with estimated billing.</p> <p>A detailed NI185 action plan has been agreed and actions are now being taken forwards, focussed on cost-effective carbon reductions.</p>													
2 Business Plan	BP-30	Number of major projects not receiving independent project assurance.	Audit & Risk	Quarterly Numerical	Fall	22	22	0	37	27	18	N/A		No Concerns
	<p>BP-30 only relates to projects identified by Project Assurance Unit (PAU) through the quarterly survey and excludes PFI projects and projects which receive external assurance. The quarter 3 survey identified 66 major projects and programmes (18 more than the quarter 3 survey). Of the 66 identified major projects, 18 are not receiving assurance from PAU and will be contacted again in line with PAU Service Plan timescales to arrange independent project assurance or to complete an initial health check review.</p>													
3 Business Plan	BP-31	Number of major projects, independently assured by the Project Assurance Unit, with a red rating for the effectiveness of overall project management arrangements	Audit & Risk	Quarterly Numerical	Fall	0	0	0	1	0	0	N/A		No Concerns
	<p>At quarter 3 there are no major projects with an overall health check rating of "red" from the PAU HealthCheck review process in relation to the overall effectiveness of project management arrangements.</p>													
4 Business Plan	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fall	-0.52%	-0.52%	0.00%	+ 2.00%	+ 0.97%	+1.20%	+ 0.70%		No Concerns
	<p>Based on 3rd quarter monitoring the forecast is an overspend of £6.8m (1.2% of budget). A detailed financial health report is included on this scrutiny agenda.</p>													

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality	
5	Business Plan	BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18 Days	11.63 Days	11.00 Days	2.36 Days	4.85 Days	8.00 Days	11.00 Days	↑	No Concerns
		<p>Sickness absence levels continue to show a sustained downward trend and we are confident that we can achieve the target of 11 days. At the end of December 2009 the Council had recorded a total of 990 swine flu related absences. The Council's occupational health service administered swine flu vaccines to 783 front line staff in December 2009. HR are currently looking at the results of the evaluation exercise for VieLife and the Council's Occupational Health Service.</p>													
6	Business Plan	BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Static	8.90%	9.13%	9.00%	1.53%	3.40%	5.33%	7.11%	↓	No Concerns
		<p>The percentage of leavers at quarter 3 (1.77%) is marginally higher than predicted and is lower than the same period last year (2.13%). If this trend continues in the final quarter, the predicted year end result is 7.11% reflecting that turnover has fallen significantly compared to last year (9.13%) due to the economic recession. The reduction in turnover has a significant impact on staffing budgets, equality targets and workforce planning implications.</p>													
7	Business Plan	BP-19	Increase % staff who feel valued as an employee	HR	Bi-annual %	Rise	60.6%	No Survey	63.0%	Not applicable	Not applicable	67.8%	67.8% (final result)	↑	No Concerns
		<p>The percentage of staff who feel valued as an employee has increased from 60.6% in 2007 to 67.8% in 2009, an increase of 7.2%. The 2009 Business Plan target of 63% has been achieved as a result of this increase. Service level reports are being distributed and will be analysed so that professional HR support can be provided to services who are below the Council result.</p>													
8	Business Plan	BP-20	% staff who have had an appraisal	HR	Bi-annual %	Rise	69.8%	No Survey	72.0%	Not applicable	Not applicable	67.7%	67.7% (final result)	↓	No Concerns
		<p>The percentage of staff who have had an appraisal in the last 12 months has fallen from 69.8% in 2007 to 67.7% in 2009, a decrease of 2.1%. Consequently the Business Plan target 72% has not been achieved. The results of the 2009 staff survey report was received during January 2010. Service level results will be distributed and analysed during February 2010 and professional HR support will be targeted to services who are below the Council's target of 72%. A report proposing actions to address this result will be taken to a variety of decision making boards.</p>													
9	Business Plan	BP-21	Increase % staff who feel they are involved in contribution to the direction of the organisation	HR	Bi-annual %	Rise	69.5%	No Survey	74.0%	Not applicable	Not applicable	72.2%	72.2% (final result)	↑	No Concerns
		<p>The percentage of staff who feel that they are involved in contributing to the direction of the Organisation has increased from 69.5% to 72.2%, an increase of 2.7%. However this has not been enough to achieve the Council target of 74%. The results of the 2009 staff survey report was received during January 2010. Service level results will be distributed and analysed during February 2010 and professional HR support will be targeted to services who are below the Council's target of 74%.</p>													

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
10 Business Plan	BP-22	% of staff who feel that the council communicates well with them	HR	Bi-annual %	Rise	58.9%	No Survey	64.0%	Not applicable	Not applicable	67.5%	67.5% (final result)	↑	No Concerns
	The percentage of staff who feel that the Council communicates well with them has increased from 58.9% in 2007 to 67.5% in 2009, an increase of 8.6%. The 2009 Business Plan target of 64% has been achieved as a result of this increase. The results of the 2009 staff survey report was received during January 2010. Service level results will be distributed and analysed during February 2010 and professional HR support will be targetted to services who are below the Council's result of 67.5%													
11 Business Plan	BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.10%	8.50%	8.07%	8.03%	8.02%	8.00%	↓	No Concerns
	The quarter 3 position represents a further reduction in BME staff (12) from quarter 2, and a reduction in the overall headcount for this indicator (356) compared to the quarter 1 position. Actions to support improvement are still being progressed, however there are limited opportunities available to improve our equality indicators due to the current restrictions on external recruitment. The projected out-turn for 2009/10 is 8%.													
12 Business Plan	BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.89%	4.00%	3.86%	3.85%	3.79%	3.80%	↓	No Concerns
	The quarter 3 position represents a small reduction in Disabled staff (22) from quarter 2, and a reduction in the overall headcount for this indicator (484) compared to the quarter 1 position. Actions to support improvement are still being progressed, however there are limited opportunities available to improve our equality indicators due to the current restrictions on external recruitment. The projected out-turn for 2009/10 is 3.8%													
13 Business Plan	BP-25A	% of top earners who are women	HR	Quarterly %	Rise	36.83%	38.96%	40.00%	40.56%	39.54%	39.98%	40.00%	↑	No Concerns
	The quarter 3 position represents a small increase (1) in this group compared to quarter 2 although there is still a small overall reduction (8) when compared to the quarter 1 position. Actions to support improvement are still being progressed, however there are limited opportunities available to improve our equality indicators due to the current restrictions on external recruitment. We are still on track to meet the target due to a decrease in the overall number of staff within this category.													
14 Business Plan	BP-25B	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.78%	6.50%	5.89%	5.67%	5.72%	6.00%	↑	No Concerns
	The quarter 3 position remains unchanged from the position reported at quarter 2 (38 fte's) whilst the overall headcount shows a small increase (2) compared to the quarter 1 position. Actions to support improvement are still being progressed, however there are limited opportunities available to improve our equality indicators due to the current restrictions on external recruitment.													
15 Business Plan	BP-25C	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.20%	4.40%	4.20%	3.80%	3.30%	3.50%	↓	No Concerns
	The quarter 3 position represents a further reduction in Disabled staff in this group (3.4) and the overall headcount (37) for this indicator compared to the quarter 1 position. Actions to support improvement are still being progressed, however there are limited opportunities available to improve our equality indicators due to the current restrictions on external recruitment. The projected out-turn for 2009/10 is 3.5%.													

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
16	Business Plan	BP-05A	% income collected by authority through % Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.30%	96.30%	96.40%	28.33%	55.73%	83.40%	96.30%		No Concerns
17	Business Plan	BP-05B	% income collected by authority through % non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	97.68%	97.68%	97.50%	33.12%	60.79%	87.49%	97.50%		No Concerns
18	Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA) dwellings.	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50%	96.42%	96.57%	96.60%	96.75%		Checklist completed, no concerns highlighted, but need additional supporting comments.
19	Business Plan	BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	96.80%	96.80%	96.80%	84.70%	92.90%	94.10%	97.00%		No Concerns
20	National Indicator	NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Revenues and Benefits	Monthly Days	Fall	14.98 Days	14.98 Days	14.00 Days	10.46 Days	13.68 Days	13.40 Days	14.00 Days		No Concerns

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
Page 49	Business Plan	BSC-08	The percentage of undisputed invoices for commercial goods and services that were paid by the authority within 30 days of such invoices being received by the authority	Corporate Financial Services	Monthly %	Rise	83.50%	83.50%	92.00%	91.11%	89.55%	86.97%	90.00%		No Concerns
	<p>Adjusted year end prediction to 88.6% to reflect current performance. Work continued to improve performance against this indicator and the projected year end result is 88.6%.</p> <p>“Purchase to Pay” training (the end to end process from the procurement of goods/ services to payment of invoices) is being rolled out across the Council. This will help to ensure that Services raise, authorise and goods receive orders in a consistent way.</p> <p>Central Payments continues to work with the lowest performing Services to improve processes so that more invoices are sent to Central Payments timely and clean. A newsletter is issued to all FMS Leeds users on a quarterly basis, this details important information which should educate service areas on the things they can do to ensure that the prompt payment of invoices. Prompt payment performance is reported to Finance Performance Group and Heads of Finance on a monthly basis.</p> <p>The number of firms on the small suppliers scheme remains static and we are continuing to pay 100% of their invoices within 20 days.</p> <p>We are seeing an increase in the use of the Procurement Card (Council Debit Card), which is the council’s preferred method of payment which will account for approximately 24,000 transactions, and are on track to meet our target of £5million spend through procurement cards for 2009/10.</p>														
	Business Plan	BP-08	Volume of total transactions delivered through customer self service	Customer Services	Quarterly Number	Rise	467,054	1,058,555	1,250,000	472,935	496,025	532,486	2,000,000		No Concerns with data
<p>This measure is drawn from quarterly returns from those council services which offer customers a self-service option. It details the volume of self-service transactions undertaken by customers during that quarter. The overall position for the council is that the volume of self-service transactions is steadily increasing as more services offer a self-service option and more customers are willing to self-serve. The Quarter 3 result of 532,218 shows an increase of 8% on the previous quarter, and the year to date figure of more than 1.5 million is already 50% higher than the total for 2008-09 and higher than the year-end target of 1.25 million.</p> <p>The largest contributing services this quarter are Libraries reservations and renewals online, interactive voice recognition phone and kiosk (more than 386,000), Choice Based Lettings online bids (70,000) and online and touch tone phone Payments (67,000). These figures are expected to increase further in Quarter 4 as new online service is offered for Blue Badge permits and interactive voice recognition self-service for Choice Based Letting bids. Online job applications have reduced significantly in Quarter 3 in line with the reduction in the number of vacancies advertised.</p>															

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
23 Business Plan	BP-09	% of complaints to the council that receive a substantive response within the relevant timescale.	Customer Services	Quarterly %	Rise	69%	72%	86%	85%	87%	92%	88%		Some concerns with data
	<p>This measure is drawn from monthly returns from council directorates recording formal complaints. The council received 1766 complaints in Q3, 5% more than in Q2. More than 1000 of the complaints relate to Streetscene and Environmental Health, which are linked to the disrupted service as a result of the industrial action during Q3. The Q2 and Q3 figures exclude Adult and Children's Social Care complaints, which have different and varying timescales and have not been able to supply accurate complaints data on a monthly basis. Customer Strategy Board is holding discussions with the services about the possibility of these services reporting separately. Social Care complaints have in previous years had a net impact of reducing by 2% the council's overall performance on responding to complaints within a stated timescale; this would suggest that the trend figures for this year are generally upwards: Q2 is 85%, Q3 is 90% and YTD 86%.</p> <p>The Q3 response rate of 92% is higher than previous quarters and above the council's year end target of 86% (although this figure would be adjusted to 88% if Social Care complaints were included).</p> <p>Two services have significantly improved their response rate to complaints: Aire Valley Homes, East North East Homes, and it is largely due to the improvement in these services that the council figure has improved overall. Some directorates and services are not on track to hit the target: Belle Isle TMO (37% YTD), Corporate Governance (68% YTD) and Resources (82% YTD). These concerns will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p> <p>There is however still concern regarding some services who receive a small number of complaints and although responding to the customer within the stated timescale are not then updating the systems. The incorrect data reported has a detrimental affect on the reported corporate performance. These concerns will be raised with Education Leeds and Belle Isle Tenancy Management Organisation (BITMO). Again, these issues will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p>													
24 Business Plan	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	85%	90%	88%	89%	90%	89%		No Concerns with data
	<p>This measure is drawn from quarterly returns by services on their response times to written correspondence. The Q3 result of 90% of just over 4000 letters receiving a reply within 10 working days is the same as Q1 and slightly above Q2. However, the year to date result of 89% is slightly below the council-wide target of 90% which suggests that the council may not achieve its target for the full year.</p> <p>The services reporting the largest volumes of written correspondence are Council Tax (1455) and Entertainment Licensing (1236), with both recording over 90%. Two services did not meet the target – Streetscene (37%) and Highways (60%). These concerns will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p>													

Central and Corporate Services Quarter 3 Performance Indicator Report

Appendix 2

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Quarter 1	Quarter 2	Quarter 3	Predicted Year End Result	Year on Year Direction of Travel	Data Quality
25	Business Plan	BP-11	% of customer emails sent to publicly advertised email addresses that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N.A.	93%	95%	89%	75%	96%	86%		No Concerns with data
													<p>This measure is drawn from quarterly returns by services on their response times to email. The Q3 result of 96% of over 29 thousand emails receiving a reply within 10 working days is significantly higher than Q1 and Q2. However, the year to date result of 86% is significantly below the council-wide target of 95% and the council will not achieve that target.</p> <p>The council has already received more emails in Q1-3 than it did for the whole of 2008-09, for some services strongly linked to the economic downturn and industrial action. The volume of email received peaked in Q2, linked mainly to the economic downturn and protests at the English Defence League demonstration. The services reporting the largest volumes of email are Customer Services (8547), Council Tax (5863), Benefits (3879) and Elections (1230), and it is largely due to improvements in email response times in these services that the council figure has improved. A number of service have improved their performance in Q3 from Q2 but will not meet the 95% target, particularly Highways (52% YTD), Environmental Health (54% YTD), Council Tax (69% YTD). These concerns will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p>		
26	Business Plan	BP-12	% of telephone calls answered as a proportion of calls offered. All services to reach a common high standard of 90% (92% for contact centres) within three years so that we have a 'One Council' approach.	Customer Services	Quarterly %	Rise	78%	87%	85%	86%	85%	91%	91%		No Concerns with data
													<p>This measure is drawn from quarterly returns by services on their call answer rates – 18 out of 29 services have their telephone contact handled by Customer Services. The Q3 result of 91% of just over 480 thousand calls being answered is higher than Q1 and Q2 and the council is on track to exceed the year end / Q4 target of 85%.</p> <p>There are some signs that the volume of calls made to the council is declining, particularly for some services strongly linked to the economic downturn. The council received 60 thousand fewer calls in Q3 on Q2. The services reporting the largest volumes of calls are Council Tax (60,861), Payments (58,171), Golden Number (50,852), Streetscene (45,041), and Benefits (37,203). Two high volume services have improved their performance in Q3 but will not meet their target: Council Tax and Benefits (both 82%). School Admissions is also falling short of the target (67%). Taxi &amp; Private Hire Licensing has not provided a return for Q3, and has an overall year to date answer rate of 20%. These concerns will be raised at the next Customer Strategy Board meeting and appropriate actions agreed.</p>		
27	Business Plan	BP-37	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	16%	13%	11%	15%	11%	12%		No Concerns with data
													<p>79 Decisions – 9 not in plan</p> <p>Governance Services are proactive in the management of this PI and mechanisms are in place for the Head of Governance Services to raise any issues of concern with the relevant Director each month to resolve any issues at an early stage.</p>		

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# Leeds City Council

## Organisational Assessment

Dated 9 December 2009



**oneplace**

for an independent overview  
of local public services

## Leeds City Council

Overall, Leeds City Council performs adequately

Managing performance	2 out of 4
Use of resources	3 out of 4
Managing finances	3 out of 4
Governing the business	2 out of 4
Managing resources	3 out of 4

Description of scores:

1. An organisation that does not meet minimum requirements, Performs Poorly
2. An organisation that meets only minimum requirements, Performs Adequately
3. An organisation that exceeds minimum requirements, Performs Well
4. An organisation that significantly exceeds minimum requirements, Performs Excellently

## Summary

Overall, Leeds Council performs adequately. Many of the things the Council does are improving things for people in Leeds, but in some areas it has much more to do.

The Council scores 2 out of 4 for managing performance. It has worked well to reduce the impact of the economic recession. It has invested in better leisure and cultural facilities, improved street cleanliness, increased recycling, made progress in keeping vulnerable adults safe and helped reduce most types of crime. At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

The Council has responded slowly to concerns raised last year about the safeguarding of children and young people, who have been left at risk of significant harm. The Council needs to make sure that it responds more effectively when problems are identified, particularly when they involve vulnerable people. The Council has made some progress in narrowing the gap between the richer and poorer parts of the City. But it needs to do more to achieve its ambition of bringing the benefits of a successful city to all the people of Leeds. With partners, the Council has some way to go in tackling some of the long term problems facing the city, such as burglary, which is still very high in some parts of the City, worklessness, poor housing and health. Too many young people are not in education, employment or training (NEET).

There is a difference between the scores for use of resources and managing performance. We decided that the score should be that overall Leeds performs adequately rather than well. This is because of the weaknesses in keeping children and young people safe. It is very important that Councils have good services for the most vulnerable people.

Ofsted's annual rating for Children's Services is poor. While most services are at least good, there are important weaknesses in social care. A recent unannounced inspection of contact, referral and assessment arrangements found that staff practice was inconsistent when completing and recording assessments of children at risk, and this was not always done quickly enough. Referrals to the child protection service did not meet the legal guidance and did not safeguard children and young people well enough - so there was an unacceptable risk of significant harm to them. Most children's homes are good or better. The Council's adoption service is good and its fostering agency satisfactory, but private fostering is inadequate. A high, and increasing, number of children are admitted to hospital because of unintentional and deliberate injuries. Many children achieve well at school and the number achieving 5 GCSEs including maths and English is around the national average. But progress is slow for children in primary school.

The Care Quality Commission rates adult services as performing well. Adult social care services continue to improve. The Council has worked hard to involve people who use services, their carers and local organisations, in developing services which meet their needs. It is working well with its partners to tackle poor health, support older people to live in their own homes, to treat people equally and to provide help to enable them to be financially secure. The Independent Living Project has helped people with a learning disability and adults with mental health needs in Leeds to live more independent lives. The Council has made good progress to ensure that older people at risk of harm are protected properly. But there is still work to do.

The Council scored 3 out of 4 for use of resources. The Council has good information about its finances. It is good at managing its money and is making savings. It has shown that it can redirect resources towards the things that are important locally. The Council understands its costs and how it performs, but can not yet show consistently the benefits of what it does for Leeds residents.

The Council understands the risks it faces and manages them well. It is also managing its use of natural resources well and is reducing the environmental impact of providing services. As with most councils, satisfaction with the Council fell in 2008, but Leeds compares well with councils in other big cities.

The Council's arrangements for governing the business are adequate and meet basic requirements. The Council could improve the way that it plans and buys services from other organisations by being clearer about the benefits that the services will deliver. The Council tries to make sure that the information that it uses is accurate, but it could improve the way that it shares information with the public agencies that it works with. The Council manages its assets well.

## About Leeds City Council

Over three quarters of a million people live in Leeds, from more than 130 countries, and the city is growing. Twenty years ago, most businesses in the city were industrial. Now, Leeds has less industry and more people work in banks, building societies, legal and finance. It is the largest city in Yorkshire and Humberside and the biggest shopping centre.

Leeds Council has 99 councillors. The largest is the Labour party, but the Council is run by a joint Liberal Democrat/Conservative administration.

As with all large cities, the different areas of the city contrast greatly. People in areas round the centre, south of the centre and in the east of the city are more likely to have poor housing and ill-health, and to be out of work. On the edge of the city, in places such as Wetherby and Bramhope, people tend to have more money and to have better health. In the north of the city are two Universities. The Council therefore also has to meet the needs of the many thousands of students who live in Leeds for only part of each year, as well as those of the residents who live here all the time.

Leeds City Council, together with its partners, has decided that the most important priorities for the city are:

- culture and sport;
- environment;
- transport;
- thriving places;
- enterprise and the economy;
- harmonious communities;
- learning;
- health and well-being; and
- improving the Council's capacity to improve services in Leeds

## Organisational assessment

### Health and Well Being

The Council is not properly protecting children at risk of harm, and is not 'safeguarding' them well. A recent inspection of contact, referral and assessment arrangements found that discussions between the Council, police and other agencies do not take place quickly enough and children are not always seen by professionals, even when there are concerns about their safety. Key procedures are out of date and the speed and quality of assessments varies too much. Some children were identified as having been left at potential risk of serious harm. The inspectors also had concerns that the systems for ensuring that the service is working properly were not good enough and were not helping the service to get better.

The Council's adoption service is good and the fostering service satisfactory. Most children's homes are good or better, but inspectors rated the private fostering service inadequate. The number of children admitted to hospital

because of unintentional and deliberate injuries is increasing and is higher than the national average. Of three serious case reviews carried out, two were conducted adequately and one well.

Older people in Leeds are happier than in most similar areas. More than 80 per cent of people over 65 said that they were satisfied with their home and neighbourhood. Most people have choice about the care that they receive and more people than average are supported to live independently. For example, the Independent Living Project has helped people with a learning disability and adults with mental health needs in Leeds to live more independent lives. But people do have to wait longer in Leeds for minor alterations to their home. The Council provides good information and support to help people maximise benefits and pensions. It helped people to claim nearly £11 million in extra benefits in 2008/09.

Arrangements to keep vulnerable adults safe have improved. Staff have been recruited and more training provided. Partners are working better together and work has already been done to ensure that the new procedures are working. Further work is needed to make sure that they are having an impact.

People in Leeds are living longer than ever before. Fewer adults in Leeds are obese than the national average and more are physically active. But there are big differences in health across the city. An average man in City and Hunslet will die just over 10 years earlier than an average man in Harewood. Women in City and Hunslet can expect to live just under nine and a half years less than women in Adel/Wharfedale. The Council and its partners are working to try and improve this. They have recently introduced a more systematic approach to tackling these problems. They are targeting work more effectively on vulnerable communities, but there is still more to do.

## Learning

Most children in Leeds achieve well at school, but progress is inconsistent. At age 11 results fell in both English and maths and the number of schools not hitting government targets is not getting better. The number of children getting 5 higher level GCSEs, including maths and English, is around the national average.

Progress in attainment for some groups is slow. For example, at age 11 and 16 Asian pupils perform below the national average. The gap in achievement between Asian pupils and the Leeds average for GCSEs including maths and English increased between 2006 and 2008. Behaviour in some secondary schools is often only satisfactory and despite improvements, the rate of persistent absence in some schools is still too high. 9.5 per cent of young people are not in education, employment or training (NEET).

More people in Leeds lack Level 2 skills than in other parts of the country, but this is improving. Level 2 skills cover a wide range of academic and vocational qualifications that are designed to help people's employment prospects.

## Culture

The Council has improved cultural facilities in Leeds and more people than ever are using them. It has spent money to bring the Art Gallery, Central Library and Grand Theatre up to date, and has re-opened the City Museum and the Kirkstall Abbey Visitor Centre. Visits to museums and galleries nearly doubled to just under one million, although visits to libraries fell slightly. The number of adults being active and participating in sports rose by nearly eight per cent - one of the largest increases in the country.

But the benefits of this investment are not being felt consistently by all Leeds people, who are less satisfied with theatres, museums, parks, open spaces and leisure facilities than they were two years ago. Whilst many residents regularly use services, one in four of all people in Leeds have never used a leisure centre.

The Council is trying to improve things even further - though there is some concern about the impact of the recession on future plans. It now plans to improve the City Varieties and the Northern Ballet, and to make leisure centres better and easier to get to. Plans are well advanced to build the Leeds Arena - a 12,500 seat multi-purpose venue which is a high priority for residents and local businesses

## Environment

Note: At the time of this assessment, industrial action had disrupted refuse collections for several weeks. The impact of this on recycling rates and street cleanliness was not yet known.

Over 30 per cent of waste is now being recycled, re-used or composted. This is less than most other councils, but is likely to get better as a result of more garden waste being recycled and investment by the Council in more kerbside collections. Streets are now cleaner and public access to footpaths and other rights of way has improved. Other work to improve the environment has included the crime and grime initiative and the Graffiti Charter. The Council is reviewing its environmental performance and plans to invest in areas like improved street cleaning.

The Council is managing its use of natural resources well and is reducing the environmental impact of providing services. Work to reduce carbon emissions from public sector buildings is still at an early stage. The Council and its partners have started to prepare for the possible effects of climate change and have recently agreed a Climate Change Strategy for the city. They plan to invest in projects to cope with possible floods. The Council and partners need to speed up their efforts to combat climate change. They also need to get better at measuring the results of their work to improve the environment.

## Transport

Roads and pavements in Leeds have got better. In 2007, local people said that repairing roads and pavements was their top priority for improvement. The Council listened to this message and increased spending. Fewer people now see repairs as the top priority for improvement.

Reducing congestion was also a big priority for Leeds people in 2007. The

Council has improved access to the city through new roads, such as the East Leeds Link Road and the Inner Ring Road. More people are leaving their cars at home when they travel into Leeds in the morning peak, and more people cycle to work. But congestion remains a problem on many roads.

In 2004, Leeds people said that public transport was the most important thing for the future of Leeds. Since then, progress has been slow. Some improvements have been made. Bus shelters and train stations are better and new bus lanes mean that buses run faster and services are more convenient for passengers. But bus usage is not meeting targets, and passengers are no happier than before about bus services.

The council, police and fire service are doing a lot of work to help make roads safer. Success has been mixed. Fewer people have been killed on the roads, but more have been seriously injured, especially cyclists and pedestrians and the Leeds target for reducing the number of people killed or seriously injured in road accidents was just missed.

The Council is working with partners on a new local transport plan for 2011. This will help link transport plans more closely with other work and help support a more sustainable Leeds in the future. Plans for the future include 'New Generation Transport' - for which the Council has secured £250M of funding. Proposals include a trolley-bus system which would improve public transport access for communities.

## Thriving places

Most types of crime have fallen in Leeds, including some that people are most concerned about, such as violent crime. Most people feel safe in their local area after dark and fewer people see drug dealing as a big problem. But burglary is very high in parts of Leeds like Harehills, Beeston, Armley and Headingley. In some cases, it is up to three times the national average. There are particular problems with young offenders - just under a half of all offenders are aged between 15 and 19. The high number of young people not in education, employment or training and high rates of persistent absence in secondary schools highlight problems around the engagement of young people in positive activities. The police and Council are working together with probation and the courts to try and reduce burglary in Leeds.

Anti-social behaviour by problem families has been reduced. 'Signpost' works closely with families who are prolific and persistent perpetrators. It helps up to 98 families at any time, also helping with access to other services, for example health, housing and benefits. The families are fairly chaotic and often have problems including alcohol & substance misuse and domestic violence. Anti social behaviour fell in nearly 9 out of 10 families who completed the programme. In half the families, criminal behaviour fell and school attendance improved significantly. The recent place survey showed that fewer people in Leeds feel that anti-social behaviour is a problem than in most big cities.

The number of serious assaults fell by nearly seven percent in 2008/09. This has been helped by targeting 'hotspot' pubs and bars in the city, including a more visible uniformed police presence and stronger licensing enforcement. Special powers have been used to restrict drinking alcohol on the streets. This has reduced levels of street drinking. Plastic glasses have been introduced in

some bars and pubs to reduce injuries. A recent survey showed that fewer people in Leeds than other big cities see drunk and rowdy behaviour as a big problem. The level of concern has not increased in the last two years.

Housing is a problem in parts of Leeds. Many people in rented housing are living in over crowded accommodation. The latest official figures show that over 24,000 people are on the waiting list for housing and there are many empty properties. Fewer people than before turn down the public sector houses they are offered as unsuitable, but the rate is still too high. This suggests that the system to provide choice does not work as well as it should.

The Council has worked hard to try and increase the number of affordable houses - 400 were built in the last year. Funding has been agreed to deliver affordable housing as part of the East Leeds regeneration scheme. Planning requirements are now stronger, to ensure that 30 per cent of all new housing developments include homes that people on lower incomes can afford. The quality of public sector housing is improving. All homes are set to meet the government's 'decent homes' standard by 2010/11.

Fewer people than before are homeless in Leeds, and numbers continue to fall. Private sector tenancies are being used more to stop people becoming homeless. A sanctuary scheme is proving successful and mediation has been used in 182 cases to prevent homelessness. Council data shows that the use of temporary accommodation for homeless people has reduced by 70 per cent since 2006.

More people in Leeds do not have basic skills than in other parts of the country, and getting people into work in the poorer areas of the city is a problem. Unemployment is over 10 per cent in some parts of Leeds, compared to a city wide average of less than three per cent. Up to 30 per cent of people are either unemployed or unable to work in some inner city areas. The Council and partners are taking a lot of action to try and help people into work, but recognise that they still need to do more to improve things.

## Enterprise and the Economy

The Council has responded well to the recession. As with other major cities, the recession has affected developments in the city centre. In response, the Council and partners have reviewed their priorities. They are focussing on the development of the Arena, City Park and city centre improvements, new retail developments at Trinity Quarter and improving Leeds Bradford airport. This clear approach gives confidence to investors, developers and residents that the city is in good shape to overcome the recession.

The Council is working hard to ensure that Leeds can lead the region's economic growth. It has a detailed understanding of the city and wider city-regional economy and has shared this effectively with partners. It has identified the new facilities needed to achieve Leeds' ambitions, including the Arena and improved transport.

Leeds is at the centre of the Leeds City Region. This involves 11 local authorities from across North, South and West Yorkshire working together on big issues like regeneration, skills and housing. The City Region was given 'Forerunner' status, enabling it to change the way that councils and their

partners minimise the impact of the downturn and speed up recovery. The Council has a major role to play in ensuring that the City Region has an impact on people's lives.

## Harmonious communities

Fewer people in Leeds feel that people from different backgrounds get on well than in 2006/07. There are big differences within Leeds, with people in East, South and West much less positive than those in the North of the City. The Council is working with partners to improve relations between different groups. Initiatives include the Safer Schools Partnership, which places safer schools officers in high schools to work with young people on issues like racial tolerance.

Community Cohesion pilots are being carried out in three areas where there are particular tensions between different communities - Armley, Chapeltown/Harehills and Middleton. Work in these areas concentrates on trying to help people to get on better together, rather than tackling some of the underlying inequalities that create tensions between communities. A Leeds 'Neighbourhood Index' is being developed to help all partners understand the problems facing different communities, how best to tackle them and how to measure if they have made a difference.

Satisfaction levels vary widely, depending on where you live in Leeds. People in the North East of the city, are much more likely to be satisfied with their area than people in the South or West. It is likely that this hides even bigger differences within these fairly large parts of the city. The recent place survey shows a mixed picture on how well people in Leeds are involved in their local communities. Fewer people in Leeds than other big cities participate in civic activities, and there has been a big fall in the number of people who know how they can get involved in local decision making. On the other hand, the number of people who felt that they could influence decisions has increased. The Council is carrying out a much more detailed survey of residents to try and understand better the differences within the city.

## Improving the Council's capacity to improve services in Leeds

Council officers and councillors work well, both together and in discussing issues with people and voluntary groups in local communities. These partners say that they regard the Council as being an effective leader, listening to and acting upon their views.

The Council's leaders have decided on a range of approaches to improve how well they can meet the needs of people in Leeds. These include actions aiming to get the best value for money from available resources - for example, 12,000 fewer days were taken sick by council staff in 2009. The Council is also taking steps to make sure that council staff have the right skills and opportunities to fulfil their potential and to collect good information for decisions about what is important.

Some of the benefits are beginning to emerge - for instance, the Council has saved £23 million in the last year by doing things differently, and can now

invest these savings in new projects.

It has introduced a new system to manage progress of both its own and Leeds-wide plans. These provide reports which identify what is going well, and what is going less well, so that this can be corrected. They have encouraged honesty and openness throughout the Council about strengths and weaknesses and make clear who is going to do what. Councillors challenge what Council officers do, to ensure services are delivered well.

But the benefits of this approach are not yet fully clear and there is also some work to do to involve other organisations in the approach. The Council needs to ensure that its arrangements for managing performance enable it to respond quickly and effectively when things go wrong. Once this base is fully in place, the Council will be better able to show how well it is performing and how things are getting better.

CAA looks at how well local public services, working together, are meeting the needs of the people they serve. It's a joint assessment made by a group of independent watchdogs about the performance of local public services, and how likely they are to meet local priorities. From 9 December you will find the results of Comprehensive Area Assessment on the Oneplace website - <http://oneplace.direct.gov.uk/>

Alternative formats - If you require a copy of PDF documents in this site in large print, in Braille, on tape, or in a language other than English, please call: 0844 798 7070

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**Report of the Head of Scrutiny and Member Development**

**Scrutiny Board (Central & Corporate Functions)**

**Date: 1<sup>st</sup> March 2010**

**Subject: Scrutiny Board (Central & Corporate Functions) – Work Programme,  
Executive Board Minutes and Forward Plan of Key Decisions**

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**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

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**1.0 INTRODUCTION**

- 1.1 Attached as Appendix 1 is the current Work Programme for this Scrutiny Board. This has been amended to take into account discussions held at the last meeting.
- 1.2 Attached as Appendix 2 and 3 respectively are the Executive Board minutes from 12th February 2010 and the Council's current Forward Plan relating to this Board's portfolio.

**2.0 RECOMMENDATIONS**

- 2.1 Members are asked to;
- (i) Note the Executive Board minutes and Forward Plan
  - (ii) Agree the Board's work programme.

Background Papers

None used

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**SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) - LAST REVISED JANUARY 2010**

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<b>Suggested Areas for Scrutiny Currently Unscheduled</b>			
<b>Corporate Call Centre Performance</b>			
<b>Corporate approach to efficiency savings</b>			
<b>Carbon Trading</b>			
<b>Services to Disabled Groups</b>			
<b>EASEL - Contract Information Management</b>			

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<b>Meeting date: 29<sup>th</sup> March 2010</b>			
<b>Annual Report</b>			
<b>Consultants</b>	To consider Boards report		
<b>Translation and Interpretation Services</b>	To receive an update on the implementation and consequences of new budget arrangements.		PR

Key:

CCFA / RFS – Councillor call for action / request for scrutiny

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

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## EXECUTIVE BOARD

FRIDAY, 12TH FEBRUARY, 2010

**PRESENT:** Councillor A Carter in the Chair

Councillors R Brett, J L Carter, R Finnigan,  
S Golton, R Harker, P Harrand,  
J Monaghan, J Procter and K Wakefield

Councillor R Lewis – Non-Voting Advisory Member

### 175 Exclusion of the Public

**RESOLVED** – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt 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 as follows:-

- (a) Appendix B to the report referred to in minute 181 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is not publicly available from the statutory registers of information kept in relation to certain companies and charities. It is considered that since this information has been prepared for the Council's assessment of various property transactions then it is not in the public interest to disclose this information at this point in time. Also the release of such information would or would be likely to prejudice the Council's commercial interests in relation to and undermine its attempts to acquire by agreement similar properties in the locality in that owners of other similar properties would be aware about the nature and level of consideration which may prove acceptable to the Council. It is considered that whilst there may be a public interest in disclosure, much of this information will be available from the Land Registry following completion of the purchase and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendix 1 to the report referred to in minute 188 under the terms of Access to Information Procedure Rule 10.4(3) and appendix 2 to the same report under 10.4(3,6), and on the grounds that it contains information about the commercial position of the City Council in relation to the proposed procurement; information which would reveal action the authority proposes to take under legislation, in relation to identified sites which are subject to separate consultation in the first instance with residents and staff concerned. The public interest of maintaining the exemption outweighs the public interest in disclosing such information. Whilst it is considered that there is public interest in disclosure of this information at the earliest opportunity, it is deemed more appropriate, and consequently of greater public interest to ensure

Draft minutes to be approved at the meeting  
to be held on Wednesday, 10th March, 2010

that the information is released once a decision has been made by Executive Board.

- (c) Appendix 1 to the report referred to in minute 189 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information which if disclosed to the public would, or would be likely to prejudice the commercial interests of the Council. The Appendix contains commercially sensitive information which if disclosed may prejudice the future negotiation of the contract for the project.
- (d) Appendices 1 and 2 to the report referred to in minute 185 under the terms of Access to Information Procedure Rule 10.4 (3) and on the basis that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) which if disclosed to the public would, or would be likely to prejudice the commercial interests of that person or of the Council. The proposals have been considered in terms of the benefit that the Council would seek as part of any proposal to make its land available to facilitate any S106 requirements.
- (e) Appendices B and C to the report referred to in minute 194 under the terms of Access to Information Procedure Rule 10.4 (3) and on the grounds that they contain information that is commercially sensitive relating to the Council's ongoing waste PFI procurement and the financial and business affairs of Bidders, where the benefit of keeping the information confidential is considered greater than that of allowing public access to the information.

**176 Declaration of Interests**

Councillor Wakefield declared personal interests in the matters referred to in minute 179 as a school and college governor and a personal and prejudicial interest in the matters referred to in minute 185 as a consequence of a close personal association connected to Farsley Celtic.

**177 Minutes**

**RESOLVED** – That the minutes of the meeting held on 6<sup>th</sup> January 2010 be approved.

**DEVELOPMENT AND REGENERATION**

**178 Items relating to the New Generation Transport (NGT) Scheme**

**RESOLVED** - That consideration of the two items entered on the agenda relating to the New Generation Transport scheme be deferred to the next meeting of the Board.

## **CENTRAL AND CORPORATE**

### **179 Revenue Budget 2010/2011 and Capital Programme**

#### **(A) Revenue Budget 2010/11 and Council Tax 2010/11**

The Director of Resources submitted a report on the proposals for the City Council's Revenue Budget for 2010/11, on the Leeds element of the Council Tax to be levied in 2010/11 and the Council House rents for 2010/11. In presenting the report the Director indicated that the final determination in respect of the Housing Revenue Account Subsidy was at variance with the figure contained in the papers as submitted to the Board. It was proposed that the estimates for the Housing Revenue Accounts be amended for submission to Council, reflecting the final subsidy determination with a subsequent increase in the HRA reserves. It was reported that a further report will be submitted to the Board with proposals on the use of these additional resources in 2010/11.

On behalf of the Board, the Chair paid tribute to all those officers who had been involved in the preparation of the 2010/11 budget and thanked them for their efforts.

#### **RESOLVED –**

- (a) That Council be recommended to approve the Revenue Budget for 2010/11 totalling £569,295,000, as detailed and explained in the submitted report and accompanying papers, including a 2.5% increase in the Leeds element of the Council Tax, subject to appropriate amendments to the report for submission to Council to reflect the final determination in respect of the Housing Revenue Account.
- (b) That with respect to the Housing Revenue Account Council be recommended to:
  - (i) approve the budget at the average rent increase of figure of 3.1%
  - (ii) increase the charges for garage rents to £6.07 per week
  - (iii) increase service charges in line with rents (3.1%)

#### **(B) Capital Programme Update 2009-2014**

The Director of Resources submitted a report setting out the updated Capital Programme for 2009-2014. A page containing revised recommendations had been circulated to all members in advance of the meeting.

#### **RESOLVED –**

- (a) That the following be recommended to Council:
  - (i) That the capital programme, as attached to the submitted report, be approved and that the list of schemes shown at Appendix H to the report be reserved until additional resources become available;

- (ii) That the Executive Board be authorised to approve in year amendments to the capital programme including transfers from and to the reserved programme in accordance with Financial Procedure Rules;
  - (iii) That the proposed Minimum Revenue Provision policies for 2010/11 as set out in 5.3 of the report and explained in Appendix G be approved;
  - (iv) That the Minimum Revenue Provision policies for 2009/10 be amended as set out in 5.3.3 of the report.
- (b) That the list of land and property sites shown in appendix F to the report be disposed of to generate capital receipts to support the capital programme
  - (c) That the Director of Resources be authorised to manage, monitor and control scheme progress and commitments to ensure that the programme is affordable.
- (C) Treasury Management Strategy 2010/2011  
The Director of Resources submitted a report on the Treasury Management Policy and Strategy for 2010/11

**RESOLVED –**

- (a) That approval be given to the initial treasury strategy for 2010/11 as set out in Section 3.3 of the report and that the review of the 2009/10 strategy and operations set out in Sections 3.1 and 3.2 be noted.
- (b) That Council be recommended to set borrowing limits for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.4 of the report.
- (c) That Council be recommended to set treasury management indicators for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.5 of the report.
- (d) That Council be recommended to set investment limits for 2009/10, 2010/11, 2011/12 and 2012/13 as set out in Section 3.6 of the report.
- (e) That Council be recommended to adopt the revised CIPFA Treasury Management Code of Practice 2009 and revised Prudential Code.

(The matters referred to in parts A(a), A(b), B(a) (i) to (iv) and C(b) to (e) being matters reserved to Council were not eligible for Call In)

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on the decisions referred to in parts (A) and (B) of this minute)

**180 Financial Health Monitoring 2009/10 - Quarter Three Report**

The Director of Resources submitted a report on the financial position of the authority after nine months of the financial year in respect of the revenue budget and the housing revenue account.

**RESOLVED** – That the projected financial position of the authority after nine months of the financial year be noted.

**181 Changing the Workplace Report and Business Case**

The Director of Resources submitted a report presenting the objectives and proposals for the Changing the Workplace programme, with particular focus on the delivery of phase 1 of the initiative in the city centre.

Following consideration of Appendix B to the report, designated as exempt under Access to Information Procedure Rules 10.4(3), which was considered in private at the conclusion of the meeting it was

**RESOLVED** –

- (a) That the programme for changing the workplace as outlined in the report be supported
- (b) That the recommendations for phase 1 as detailed in paragraph 5 of the exempt appendix, and with regard to the following matters, be approved
  - 1. The negotiation of terms for the acquisition of a building on the terms detailed in the appendix or procuring the construction of a building.
  - 2. Seeking release of freehold and leasehold properties as proposed.
  - 3. Agreement to the level of fees proposed for specialist property advice.
  - 4. Agreement to the reinvestment of the property efficiency savings plus 5% of other efficiencies to be delivered through the Changing the Workplace programme, to support delivery of the new workplaces, technology, programme resource and training for phase 1.
  - 5. Agreement that the Director of Resources bring a further report to this Board regarding a preferred option.

**182 City Card**

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report outlining a proposal for the introduction and implementation of the City Card scheme as part of the Council's Business Transformation

programme, as a phased development, focussing in Phase 1 on City Development.

**RESOLVED** – That approval be given to an injection of £692,000 into the Capital Programme, and that authority be given to incur expenditure of £1,342,000 to implement phase one of the City Card project.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter pending receipt of a detailed briefing with regard to the proposals)

**183 Scrutiny - Half Year Report**

The Chief Democratic Services Officer submitted a report introducing the first half yearly report with respect to the operation of the Scrutiny function in Leeds.

**RESOLVED** – That the report be received.

**DEVELOPMENT AND REGENERATION**

**184 Strategic Housing Land Availability Assessment 2009**

The Director of City Development submitted a report summarising the key aspects of, and presenting for approval, the Leeds Strategic Housing Land Availability Assessment (SHLAA) for 2009.

In presenting the report, the Chair thanked all those officers within City Development who had been involved in the preparation of the Leeds SHLAA document for 2009.

**RESOLVED** – That the Leeds Strategic Housing Land Availability Assessment 2009 be approved for publication.

**185 Farsley Celtic Administration**

The Director of City Development submitted a report on two proposals in relation to the future use of the Farsley Celtic facility, the Council's interests in the site and the need to inform the Administrator with regard to the Council's intentions in the matter.

Following consideration of Appendices 1 and 2 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3), which were considered in private at the conclusion to the meeting it was

**RESOLVED –**

- (a) That Members being satisfied that assisting FC 2010 Limited would promote the social and environmental wellbeing of the area, assistance be offered to FC 2010 Limited as a means of supporting their proposed Creditor Voluntary Arrangement and that approval be given to the following:

- (i) The use of the Council land shown on plan 1 attached to the submitted report to support the delivery of any Section 106 Agreement required for Chartford Homes' adjacent residential development.
  - (ii) The use of the Council's land at less than best consideration, at a peppercorn, on a licence or leasehold basis, on final terms to be approved by the Chief Asset Management Officer.
  - (iii) To utilise the Council's Prudential Borrowing powers to provide a loan to FC 2010 Limited on the basis of the Heads of Terms outlined in Appendix 2 of the report, subject to the Director of Resources being satisfied with the outcome of the final due diligence undertaken and the final terms agreed.
- (b) That in the event that FC 2010 Limited's proposal is not acceptable to the Administrator, officers be authorised to pursue alternative courses of action in the terms now indicated.
  - (c) That this decision be exempt from Call In due to the matter being considered urgent, and that Call In may result in the Administrator seeking to liquidate the Football Club's assets without further delay.

(Councillor Wakefield, having declared a personal and prejudicial interest, left the meeting during the consideration of this matter)

## **NEIGHBOURHOODS AND HOUSING**

### **186 Future Improvement Priorities for Private Sector Housing**

The Director of Environment and Neighbourhoods submitted a report outlining the proposed future priorities for action to improve private sector housing in Leeds, including the basis upon which future investment bids and proposals would be made.

#### **RESOLVED –**

- (a) That the following proposals to be adopted as future private sector priorities for action for private sector housing in Leeds.
  - (i) Direct investment towards excess cold / fuel poverty and falls hazards
  - (ii) To progress strong partnership collaborative work with NHS Leeds, the Leeds City Region Partnership, and Government in support of the Health and Housing Agenda.
  - (iii) Exploring new and innovative ways of securing funding to support future investment plans.
  - (iv) Jointly undertake a feasibility exercise to assess the potential of introducing private finance through the use of Social Impact Bonds (SIB) with CLG.

Draft minutes to be approved at the meeting to be held on Wednesday, 10th March, 2010

- (b) That a further report be brought to the Board providing further detail on potential funding options.

**187 Home Energy Conservation Act (HECA) (1995) - 13th Progress Report**

The Director of Environment and Neighbourhoods submitted a report providing an update on the progress which has been made in relation to the overall energy efficiency levels of the Leeds housing stock during the period 1<sup>st</sup> April 2008 to 31<sup>st</sup> March 2009.

**RESOLVED –**

- (a) That content of the 13<sup>th</sup> HECA Progress Report be approved and that it be noted that the report will be released to Government Office for Yorkshire and the Humber, upon request.
- (b) That an annual report, on the same basis as this report, continues to be brought to this Board.

**188 Round 6 Housing PFI Project: Lifetime Neighbourhoods for Leeds**

The Director of Environment and Neighbourhoods and the Director of Adult Social Services submitted a joint report setting out a proposal for improvements to older people's housing as a result of the Council's successful Expression of Interest for Round 6 of the national Housing PFI programme.

Following consideration of Appendix 1 to the report, designated as exempt under Access to Information Procedure Rule 10.4(3) and appendix 2 to the report designated as exempt under Access to Information Procedure Rule 10.4 (3) and (6), which were considered in private at the conclusion of the meeting it was

**RESOLVED –**

- (a) That approval be given to the scope of the project as follows:
- 700 new build accommodation of extra care or lifetime homes aimed primarily at older people, 300 units of extra care; 400 lifetime homes.
  - mostly 2 bedroom units (flats and houses) with a small number of 3 bed houses (2 or 3 per site) where site size allows;
  - a 25 year long HRA Scheme, with a five year construction period;
  - Lifetime Homes standard for all properties. Code for Sustainable Homes Level 4/BREEAM Very Good as a minimum;
  - design, build and facilities management including repairs, lifecycle improvements, housing management, communal service management (for extra care), and leasehold management (if applicable); and
  - 10 sites in 10 locations.
- (b) That the sites listed in the table of exempt Appendix 2a to the report be included in the project.

- (c) That approval be given to an anticipated City Council financial contribution as detailed within section 2 (iii) of exempt Appendix 1 to the report
- (d) That the Outline Business Case be completed and submitted, following approval by the Director of Environment and Neighbourhoods under delegated authority, on the basis of the details set out above.
- (e) That approval be given for a period of statutory consultation to commence with immediate effect to be undertaken as set out in recommendation (i) of exempt Appendix 2a to the report.
- (f) That, having regard to the scope and context of this project and reasons set out in the report, support be given to the principle of replacing sheltered housing as set out in recommendation (ii) of exempt Appendix 2A to the report and that the Chief Housing Officer be authorised to take the final decision on whether the sheltered housing should be replaced as proposed following any relevant formal consultation. Further, that any consequential decisions about suspension of lettings, re-housing and demolition should also be taken by the Chief Housing Officer at the appropriate time under delegated authority.
- (g) That a progress report be brought to this Board in June 2010.
- (h) That the project be allocated to the Housing PFI Project Board for project governance proposals

## **ADULT HEALTH AND SOCIAL CARE**

### **189 Holt Park Wellbeing Centre - Affordability Position**

The Director of Adult Social Services and Director of City Development submitted a joint report on the revised affordability position for the Holt Park Wellbeing Centre project.

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

#### **RESOLVED –**

- (a) That approval be given to the revised estimated affordability implications and sensitivity analysis over the life of the proposed PFI Contract for the Holt Park Wellbeing centre, summarised in table 1 of the exempt appendix to the report
- (b) That the detailed information contained in the exempt appendix with regard to recalculation of PFI credit and reassessment of the affordability position be noted and that the revised affordability position, as contained in paragraph 3.6 of the appendix, be approved.

- (c) That officers be authorised to issue the City Council's affordability thresholds relating to the PFI project to the LEP and to Environments for Learning.

## **CHILDREN'S SERVICES**

### **190 The Ofsted and Care Quality Commission Inspection of Safeguarding and Looked After Children's Services in Leeds**

The Interim Director of Children's Services submitted a report providing details of the outcomes from the recent announced Ofsted inspection of safeguarding and looked after children's services in Leeds.

**RESOLVED** – That the findings of the announced inspection of safeguarding and looked after children's services and how these fit into the wider improvement work currently taking place be noted.

### **191 Scrutiny Board (Children's Services) Inquiry into Safeguarding - Interim Report: Director of Children's Services Response**

The Interim Director of Children's Services submitted a report presenting a response to the Scrutiny Board (Children's Services) interim report regarding the Safeguarding of Children. The Chair of the Scrutiny Board (Children's Services) attended the meeting and presented the interim report of the Board.

**RESOLVED** – That the recommendation of the Children's Services Scrutiny Board Inquiry into Safeguarding-Interim Report be noted and that the response set out by the Interim Director of Children's Services in Paragraphs 3.2 to 3.7 of the submitted report be approved as an appropriate response to the recommendation.

### **192 Outcome of Consultation on the Expansion of Primary Provision for September 2010**

Further to minute 103 of the meeting held on 14<sup>th</sup> October 2009 the Chief Executive of Education Leeds submitted a report detailing the outcomes arising from the statutory public consultation process undertaken with respect to the prescribed alterations to:

- permanently expand the 17 primary schools identified in paragraph 2.3 of the report
- add community specialist provision for up to 14 pupils with complex medical physical needs at New Bewerley Primary School
- add community specialist provision for up to 14 pupils with complex medical physical needs at Whitkirk Primary School.

#### **RESOLVED –**

- (a) That the outcome of statutory public consultation on the prescribed alterations be noted
- (b) That approval be given for the publication of a statutory notice in respect of the proposals

- (c) That it be noted that a report detailing the response to the statutory notice will be brought to this Board for determination.

**193 Outcome of Consultations on the Expansion of Primary Provision at Gildersome Primary School in 2011 and at Richmond Hill Primary School in 2012**

Further to minutes 104 of the meeting held on 14<sup>th</sup> October 2009 and 120 of the meeting held on 4<sup>th</sup> November 2009 the Chief Executive of Education Leeds submitted a report detailing the outcomes from the statutory public consultation exercise undertaken with respect to Richmond Hill Primary School and Gildersome Primary School.

**RESOLVED –**

- (a) That the outcome of statutory public consultation on the prescribed alterations to permanently expand Gildersome and Richmond Hill Primary Schools be noted.
- (b) That approval be given for the publication of a statutory notice proposing:
  - (i) the expansion of Gildersome Primary School to a new capacity of 420 pupils from September 2011, with an admission limit of 60 pupils
  - (ii) the expansion of Richmond Hill Primary School to a new capacity of 630 pupils from September 2012, with an admission limit of 90 pupils.
- (c) That it be noted that a report detailing the response to the statutory notice will be brought back to this Board in the Summer of 2010 for a final decision.

**ENVIRONMENTAL SERVICES**

**194 Waste Solution for Leeds - Residual Waste Treatment PFI Project - Results of Detailed Solutions Stage**

The Director of Environment and Neighbourhoods submitted a report presenting the outcomes arising from the evaluation of bids at the Detailed Solutions stage of the procurement process. The report also provided an update on the progress of the Residual Waste Treatment PFI Project since the report which was considered by the Board in November 2008 (minute 136).

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

**RESOLVED –**

- (a) That approval be given to the exclusion of the residual waste transfer station from the scope of the Residual Waste Treatment PFI project
- (b) That approval be given to the proposal not to develop a dedicated residual waste transfer station, with the result that all residual waste for treatment under the PFI contract will be delivered directly to the main residual waste treatment facility once the operational phase of the PFI contract commences
- (c) That the Board notes the continued requirement for the provision at Evanston Avenue of a household waste sorting site (HWSS) and the existing level of waste transfer capacity for a range of materials, and the intention to bring a further report to this Board on the proposed city-wide HWSS strategy, which will expand on the strategy for redevelopment of the Evanston Avenue site
- (d) That the programme going forward to complete the Residual Waste procurement and to award the contract be noted
- (e) That the communications strategy going forward be noted
- (f) That the Board notes the affordability issues detailed in the exempt section of the submitted report and approves that the Price Ceiling will be calculated based upon the methodology set out in Appendix B paragraphs 1.6 and 1.7 until the selection of Preferred Bidder.

(Under the provisions of Council Procedure Rule 16.5 Councillor Wakefield required it to be recorded that he abstained from voting on this matter).

DATE OF PUBLICATION: 16<sup>th</sup> February 2010  
LAST DATE FOR CALL IN: 23<sup>rd</sup> February 2010

(Scrutiny Support will notify Directors of any items Called In by 12.00 noon on Wednesday 24<sup>th</sup> February 2010)



## **FORWARD PLAN OF KEY DECISIONS**

1 March 2010 – 30 June 2010

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 March 2010 to 30 June 2010

<b>Key Decisions</b>	<b>Decision Maker</b>	<b>Expected Date of Decision</b>	<b>Proposed Consultation</b>	<b>Documents to be Considered by Decision Maker</b>	<b>Lead Officer</b> (To whom representations should be made and email address to send representations to)
The framework arrangement for the supply of vehicles and equipment without driver for a three year period February 2010 to January 2013 with the option to extend for 12 months To approve the framework arrangement for the supply of vehicles and equipment without driver for a three year period February 2010 to January 2013 with the option to extend for 12 months	Chief Commercial Services Officer	1/3/10	Procurement Department	Tender Submissions	Chief Commercial Services Officer carl.snowden@leeds.gov.uk

<p>Framework Agreement for Technical Advisors for PFI Projects</p> <p>Approval to issue OJEU notice for the procurement of the framework agreement</p>	<p>Director of Resources</p>	<p>1/3/10</p>	<p>Not applicable (Advisors from Client Departments)</p>	<p>Report to Board</p>	<p>Chief Officer (PPPU) david.outram@leeds.gov.uk</p>
<p>Fresh Meat, Cooked meats and Halal provision</p> <p>Contract for Catering and Cleaning Services</p> <p>To proceed with PQQ and Tender specification for renewal of contract</p>	<p>Director of Resources</p>	<p>1/3/10</p>	<p>Group consultation on quality of product / Consultation with Existing Supplier / Muslim Panel</p>	<p>Tender specifications</p>	<p>Director of Resources mandy.snaith@leeds.gov.uk</p>
<p>Catering Consumables</p> <p>Contract for Catering and Cleaning Services</p> <p>To proceed with PQQ and Tender specification for renewal of contract</p>	<p>Director of Resources</p>	<p>1/4/10</p>	<p>Group consultation on quality of product / Consultation with Existing Supplier</p>	<p>Tender Specifications</p>	<p>Director of Resources mandy.snaith@leeds.gov.uk</p>
<p>Collection of Local Taxation</p> <p>Approval of Council Tax and Business Rate write offs for the period 1<sup>st</sup> October 2009 to 31<sup>st</sup> March 2010</p>	<p>Chief Revenues and Benefits Officer</p>	<p>1/6/10</p>	<p>Director of Resources</p>	<p>Report on values by type</p>	<p>Chief Revenues and Benefits Officer steve.carey@leeds.louv.uk</p>

Collection of debts other than Local Taxation Approval to write off debts other than Local Taxation for the period 1 <sup>st</sup> April 2009 to 31 <sup>st</sup> March 2010	Chief Revenues and Benefits Officer	1/6/10	Director of Resources	Report on values by type	Chief Revenues and Benefits Officer peter.hutchinson@leeds.gov.uk
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