



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds on
Monday, 29th March, 2010 at 10.00 am

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

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;

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A G E N D A

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

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| 3 | | | <p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p> | |
| 4 | | | <p>DECLARATIONS OF INTEREST</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>APOLOGIES FOR ABSENCE</p> <p>To receive any apologies for absence.</p> | |
| 6 | | | <p>MINUTES - 1ST MARCH 2010</p> <p>To confirm as a correct record the attached minutes of the meeting held on 1st March 2010.</p> | 1 - 4 |
| 7 | | | <p>INTERPRETATION AND TRANSLATION SERVICES - UPDATE</p> <p>Further to Minute No. 33, 5th October 2009, to receive and consider the attached update report from the Chief Customer Services Officer.</p> | 5 - 6 |
| 8 | | | <p>SCRUTINY INQUIRY - CONSULTANT ENGAGEMENT - DRAFT INQUIRY REPORT</p> <p>Further to Minute No. 27, 7th September 2009, Minute No. 49, 7th December 2009 and Minute No. 57, 11th January 2010, to receive and consider the attached report of the Head of Scrutiny and Member Development and the Board's draft Inquiry report.</p> | 7 - 18 |

| Item No | Ward/Equal Opportunities | Item Not Open | | Page No |
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| 9 | | | <p>ANNUAL REPORT 2009/10</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development regarding the Board's contribution to the Scrutiny Annual Report 2009/10.</p> | 19 - 26 |
| 10 | | | <p>WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p> | 27 - 42 |

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 1ST MARCH, 2010

PRESENT: Councillor P Grahame in the Chair

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

Apologies Councillors B Chastney and A McKenna

68 Declarations of Interest

The following declarations of personal interest were made:-

Councillor P Ewens – Agenda Item 6(Minute No. 70 refers) – Minutes - 1st February 2010 – Community Engagement and Involvement – in her capacity as a Governor of City of Leeds High School.

Councillor A Lowe – Agenda Item 7(Minute No. 71 refers) – Financial Health Monitoring 2009/10 – Quarter 3 Report – in her capacity as a member of a Neighbourhood Network organisation management committee.

Councillor V Kendall – Agenda Item 7(Minute No. 71 refers) – Financial Health Monitoring 2009/10 – Quarter 3 Report – in her capacity as a member of a Neighbourhood Network organisation management committee.

Councillor J Lewis – Agenda Item 7(Minute No. 71 refers) – Financial Health Monitoring 2009/10 – Quarter 3 Report – in his capacity as a member of a Neighbourhood Network organisation management committee.

Councillor P Grahame – Agenda Item 7(Minute No. 71 refers) – Financial Health Monitoring 2009/10 – Quarter 3 Report – (a) in her capacity as a member of a Neighbourhood Network organisation management committee and (b) in her capacity as a member of the Swardale Swarcliffe Eastwood Residents' Association.

(See also later Minute No. 71.)

69 Apologies for Absence

Apologies for absence from the meeting were submitted on behalf of Councillors B Chastney and A McKenna.

70 Minutes - 1st February 2010

Draft minutes to be approved at the meeting
to be held on Monday, 29th March, 2010

RESOLVED – That the minutes of the meeting held on 1st February 2010, be confirmed as a correct record.

71 Questions to the Executive Member (Central and Corporate), Financial Health Monitoring 2009/10 - Quarter 3 Report, and Performance Monitoring 2009/10 - Quarter 3 Report

The Board received and considered the report of the Director of Resources, submitted to the Executive Board on 12th February 2010, on Financial Health Monitoring for the period to the end of Quarter 3 2009/10, together with a Performance Monitoring Report covering the same period for those indicators which fell within the remit of the Scrutiny Board.

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

- Councillor Richard Brett, Joint Leader of the Council and Executive Member (Central and Corporate).
- James Rogers – Assistant Chief Executive (Planning, Policy and Improvement).
- Doug Meeson – Chief Officer (Financial Management).
- Helena Phillips – Chief Officer (Resources and Strategy).
- Peter Hutchinson – Assistant Chief Officer (Revenues and Benefits).
- David Almond – Head of Human Resources.

In brief summary, the main issues discussed were:-

- What was the current anticipated budget deficit for 2009/10, and were the strategies to reduce the estimated deficit working?

At Month 6, the overall projected budget deficit had been £5.5m. It was now £6.7m, a variance of £1.2m from Month 6 to Month 9. Reference was made to the table set out at Paragraph 3.1 of the report of the Director of Resources, which summarised the variances at Directorate level and also summarised the measures by which it was intended to reduce this projected overspend of Directorates. It was explained that the overall variation needed to be reduced to no more than £4m if the Council's minimum reserves position of £12m was to be protected, and that work would continue to try to deliver this position.

- Councillor Brett referred to the effects of the unprecedented global recession on the economy in general and the knock-on effect for the Council of substantially reduced income levels and increases in demand for services and requests for assistance.

The Council had made a conscious decision to protect front-line services such as those relating to children and vulnerable adults. These particular areas had witnessed substantial increases in expenditure.

- Board Members expressed disappointment that the strategies previously reported to the Board for reducing the deficit did not appear to be working. Reference was made to cultural changes which appeared to be necessary within the authority to ensure that budgets were realistic and were adhered to, with overspends in one area off-set by cuts or efficiencies in another area. Given the Directorate nature of the Council's current structure, this expectation was regarded as reasonable and should be the norm.
- Reference was also made to a perceived need for further training and greater awareness of, and concentration on, budgetary issues within operating Directorates, and the need for closer monitoring and scrutiny of expenditure/income issues from day one and throughout the financial year, to avoid the kind of cost-cutting exercise the Council was currently engaged in.
- The delivery of the budget should be regarded as the paramount responsibility of every Director, and forecasting demand for services, and forecasting it realistically, was an integral part of the process.
- The above principles were regarded as essential prerequisites if the Council was to successfully weather what was expected to be a prolonged period of public sector austerity.
- The role which Scrutiny Boards could play in the process, e.g. activity analysis.
- The need for clarity of purpose and forward thinking when planning service changes, to avoid possible waste, including coterminous decommissioning of existing services.
- Members requested further details of the estimated £0.5m underspend on agency and contract payments within Adult Social Care (agenda page 16 refers).
- Progress on the DECATS service review (Delivering Effective Corporate and Transactional Services). It was reported that the data collection stage had now concluded. This would be followed by a series of workshops to identify potential efficiencies, duplication, best practice, etc. It was envisaged that a set of issues would emerge relating to potential efficiencies, service improvements and priorities, and an outline DECATS business case should be ready by May for consultation with Members.

- Job Evaluation – Apart from some outstanding appeals, Phase 1 of the job evaluation exercise was now complete. Phase 2 was progressing, but it was not anticipated that the outcome would have a substantial impact, one way or another, on the Council's finances.
- Consultants – The extent of the engagement of external consultants, and the associated costs to the Council, was discussed. Councillor Brett indicated that he looked forward to receiving the outcome of the Board's current Inquiry into this area. Members requested clarification regarding revenue and capital expenditure on consultancy services.
- Performance Indicator BP-20 –percentage of staff who have had an appraisal – the Board regarded both the target of 72% and the current performance level 67.7% to be completely unacceptable. The target and the performance level should both be 100%. Reference was made to rolling out good practice from the City Development Directorate across the Council, and Councillor Brett undertook to pursue a significant improvement in respect of this performance indicator.

RESOLVED – That, subject to the above comments and requests for further information, the reports be received and noted.

- (N.B. 1. Councillor M. Hamilton joined the meeting at 10.09am and left at 11.30am, during the consideration of this item;
 2. Councillor J. Lewis left the meeting at 11.03am, during the consideration of this item;
 3. Councillor D. Schofield left the meeting at 11.27am, during the consideration of this item;
 4. Councillor J. Bale declared a personal interest in this item, in relation to his daughter, who was a user of services provided by Adult Social Care).

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

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 1st March to 30th June 2010, and the minutes of the Executive Board meeting held on 12th February 2010.

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

73 Date and Time of Next Meeting

Monday, 29th March 2010, 10.00 am (Pre-Meeting 9.30 am).



Report of: Chief Customer Services Officer

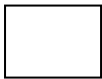
To: Scrutiny Board (Central & Corporate Functions)

Date: 29th March 2010

Subject: Interpretation and Translation Services

Electoral Wards Affected:

All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the Report

1.1 At the October 2009 Scrutiny Board a report on the position regarding Interpretation and Translation Services was considered. Members asked for a follow up report to be produced in March 2010.

2.0 Introduction

2.1 Leeds City Council offers an interpretation and translation service to residents who are accessing the Council's services but are unable to speak English. This is achieved by utilising a database of accredited freelance interpreters who are called upon when needed and are paid per job completed.

3.0 Background

3.1 All requests from residents who need to speak to the Council in a language other than English are dealt with by CITU – Central Interpretation and Translation Unit. CITU is part of the Customer Services Team in Policy Planning and Improvement.

4.0 Usage of Services

The table below compares the level of service provided over the last two years .

| | 2008/2009* | 2009/ 2010* |
|-------------------------------|--------------|--------------|
| Adult Social Care | 474 | 497 |
| Almos | 394 | 386 |
| Children's Services | 3564 | 2660 |
| Governance | 136 | 178 |
| Education | 137 | 156 |
| Environments & Neighbourhoods | 2366 | 2008 |
| PPI | 1328 | 1156 |
| Resources | 140 | 125 |
| Schools | 82 | 87 |
| Development | 23 | 19 |
| | | |
| TOTAL | 8,644 | 7,272 |

*Note as at the end of February

5.0 New developments

5.1 Following a review of interpretation and translation led by the corporate equality team, CITU have now taken over responsibility for arranging British Sign Language services. This decision also takes account of feedback from the deaf community. A resident will be able to contact the Council to let them know when an interpreter is required and CITU will book a free lance British Sign Language interpreter to be available for that visit. By using free lance interpreters the Council is able to deliver this service quicker. The figures in the above table do not include BSL services.

6.0 Recommendations

6.1 Scrutiny Board are asked to:

- a) note the information provided in relation to the use of interpretation and translation services.
- b) note the enhancement of the interpretation service by adding British Sign Language as a service delivered via CITU.



Originator: P N Marrington
Tel: 39 51151

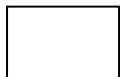
Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 29th March 2010

Subject: Inquiry into Consultant Engagement– Draft Report

Electoral Wards Affected: All



Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Introduction

- 1.1 Scrutiny Board (Central & Corporate Functions) agreed to carry out an inquiry into the use of consultants. This Inquiry has now concluded and the Board is in a position to report on its findings and recommendations resulting from the evidence gathered.
- 1.2 Scrutiny Board Procedure Rule 14.2 states that "where a Scrutiny Board is considering making specific recommendations it shall invite advice from the appropriate Director(s) prior to finalising its recommendations. The detail of that advice shall be reported to the Scrutiny Board and considered before the report is finalised".
- 1.3 The Director of Resources and the Assistant Chief Executive (Corporate Governance) have been consulted. It has been confirmed that they do not need to add further comment or provide advice prior to the meeting of the Scrutiny Board.

2.0 Recommendations

- 2.1 The Board is requested to:-
 - (i) Agree the Board's final report and recommendations.
 - (ii) Request that a formal response to the recommendations is produced in line with normal procedures for scrutiny inquiry reports.

Background papers
None

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**Scrutiny Inquiry Final report
Inquiry into Consultant Engagement
March 2010**



Introduction and Scope

Introduction

1. Leeds City Council uses the services of external consultants to deliver professional expertise, support and advice for a number of purposes. A major use of their services has been in the delivery of some major capital projects. They have also been utilised to provide specialist professional technical, financial and legal expertise in the development, negotiation and delivery of major PFI contracts.
2. Consultants have also been used to provide specialist services and to carry out a number of specific assignments, such as carrying out specific research projects and providing specialist advice on major transactions and operations. In some instances, these major transactions, including the expenditure on consultants, are funded from grants or other associated external income.
3. At its meeting on 8th June 2009 Scrutiny Board (Corporate And Central Functions) resolved to undertake an Inquiry into Consultant Engagement within the Council.
4. We wished to review the process by which consultants are engaged and how they are evaluated. We were concerned to ensure that engaging consultants provides a cost effective method of producing the required outcomes to a sufficiently high standard.
5. We make no judgement as to whether using consultants is right or wrong. Clearly, there will be a case for buying in the necessary skills at different times. However, Members did wish to establish whether there is a consistent approach to the use of consultants and whether there is regular evaluation of the Council's required skills base.
6. The purpose of the Inquiry therefore was to make an assessment of and, where appropriate, make recommendations on the following areas:
 - A definition of Consultants
 - The extent to which consultants are used (in the widest sense) in the Council and how this compares with other authorities
 - The reasons for the use of consultants
 - The methods of monitoring and evaluating the outcomes and the value for money provided by consultants
 - The differences in practice between departments and whether there is consistent information sharing across the council



Conclusions and Recommendations

7. There are no national data sets produced by or on behalf of local government analysing Councils' use of consultants and other external input to their work. It is not possible therefore to assess our spend on consultants relative to any of our usual comparator groups (Core Cities). This is mainly down to different definitions and accounting processes.
 8. However it is estimated that local authorities collectively spend £1.8bn per annum on external consultants. A saving of just 1% could release £18m. There is, therefore, a common interest in ensuring that the best value for money is achieved from consultancy use.
- schemes and contracts, so appropriate expenditure on other votes on PFI development cost centres is included in such analyses.
13. For capital expenditure, the designated code is

Cprh 7 (Other Costs), sub-code 62 (Other Consultants Fees)
 14. For both Revenue and Capital expenditure, a distinction is made between bought-in external professional services and broader consultancy services. The former would cover normal professional services such as engineers, surveyors, solicitors recruitment and IT specialists that are engaged regularly as part of the Authority's ongoing business. Such expenditure is charged to subjective accounting codes for professional services rather than to the consultancy accounting codes.

Expenditure and Cost Coding

9. For the purposes of financial analyses of the Council's use of external consultants, there is an assumption that such expenditure is appropriately charged to the specific designated revenue and capital subjective codes.
10. For revenue expenditure, the specific code is

Vote 259 Consultancy Services.
11. This vote was specifically created for this purpose in 2002/03 in order to facilitate monitoring and reporting of expenditure on consultancy services.
12. There is an awareness that substantive use of external consultants is made on developing and negotiating PFI
15. The table below details a summary of expenditure on consultancy services for 2007/08 and 2008/09



Conclusions and Recommendations

Expenditure on Consultancy Services – Summary

| | Revenue Expenditure | PFI Schemes | Capital Expenditure | Total |
|-------------------------------|----------------------------|--------------------|----------------------------|--------------|
| 2007/08 | £000s | £000s | £000s | £000s |
| City Development | 1,409 | 135 | 661 | 2,205 |
| Environment & Neighbourhoods | 288 | 457 | 96 | 841 |
| Children's Services | 127 | 706 | 707 | 1,540 |
| Adult Social Services | 14 | 268 | 0 | 282 |
| Central & Corporate Functions | 194 | 0 | 0 | 194 |
| TOTAL | 2,032 | 1,566 | 1,464 | 5,062 |
| HRA | 98 | 567 | 99 | 764 |
| Grand Total | 2,130 | 2,133 | 1,563 | 5,826 |
| | | | | |
| 2008/09 | £000s | £000s | £000s | £000s |
| City Development | 550 | 104 | 1,014 | 1,668 |
| Environment & Neighbourhoods | 283 | 499 | 177 | 959 |
| Children's Services | 151 | 457 | 547 | 1,155 |
| Adult Social Services | 76 | 64 | 0 | 140 |
| Central & Corporate Functions | 55 | 0 | 0 | 55 |
| TOTAL | 1,115 | 1,124 | 1,738 | 3,977 |
| HRA | 23 | 858 | 750 | 1,631 |
| Grand Total | 1,138 | 1,982 | 2,488 | 5,608 |



Conclusions and Recommendations

16. We were advised that PFI related expenditure covers the use of professional and specialist services to formulate and finalise PFI contracts for the building of new facilities such as new schools. Professional services used include legal and financial advice, and architectural and other technical expertise.

17. Capital expenditure involves major infrastructure projects such as the new City of Leeds Museum, Leeds Arena, road building, major IT projects, refurbishment, extensions to or new builds of facilities such as schools, centres, libraries etc. External consultants may be used to provide expertise not available in-house or to supplement in-house capacity to allow certain stages of the work be carried out within specific timelines so that the overall project can stay on schedule (where the in-house providers are already working at full capacity) .

18. Revenue expenditure is other ad hoc use of Consultants, Such use can include research, delivery of specialist reports, and provision of specialist expertise, advice or services.

19. The Board has looked at the work undertaken by Internal Audit on the robustness of financial coding. This work included an analytical review on the expenditure codes within the Financial Management System to record external consultancy. In essence Internal Audit identified that there was a very strong possibility that external consultancy work was not being correctly coded.

20. The Board is of the view that the inconsistency of coding identified by

Internal Audit may be due to the lack of guidance on the correct expenditure code to use and the lack of a clear definition as to what consultants are and the type of work they undertake in relation to other bought in professional services and other hired services.

**Recommendation 1 –
That the Director of Resources and Assistant Chief Executive (Corporate Governance) develops a standard definition of what consultants are and what work they undertake. This definition should be adopted by all departments.**

**Recommendation 2-
That the Director of Resources issues guidance to all departments on the correct expenditure code (s) to use for Consultants**

21. In the light of the current economic climate we would recommend that Directorates review expenditure on consultants to assess the extent to which they are used.

**Recommendation 3-
That Directors/Assistant Chief Executives review expenditure on consultants within their Directorates to assess the extent to which they are used.**



Conclusions and Recommendations

What is best practice and what does it look like?

22. Throughout the country a number of Scrutiny reviews have taken place on this topic and there are a number of recurring themes emerging from them. The need to have a consistent definition of consultants is one, as identified in our recommendation 1. Another is the need for corporate guidance on the use of external consultants.
23. Internal audit has identified that there is no current policy or guidance on the use of external consultants. Although procurement arrangements are in place within Contract Procedure Rules, these do not specify any specific considerations to be given when procuring external consultants. Interestingly we were informed that two guidelines did used to be in place;
- An external consultancy guidance note issued by the Procurement Unit and
 - The Application to Engage Consultants process introduced by Financial Management in 2007/08 which, after review, was considered not to be productive.
24. We are aware that the Regional Improvement and Efficiency Partnerships (RIEPs) is working on ways to ensure greater improvement in the hiring of consultants. The RIEP is currently working on developing a set of organisational conditions they would consider constitutes best practice. We
- are aware that the Office of Government Commerce (OGC) together with representatives from RIEPs and wider Local Government have set up a 'Collaborative Category Board' (CCB) to examine this area of spend.
25. The Chief Procurement Officer represents the Council and the Yorkshire and Humber region on the 'Professional Services' CCB looking at the procurement of consultancy and agency staff. As well as identifying best practice and ways to control spend in these areas – known as 'Demand Management' – the Board also looks at opportunities for collaboration and efficiency/improvements in each area.
26. The Yorkshire and Humberside RIEP is currently working on developing a set of organisational conditions they would consider constitutes best practice. We have studied these and consider that many of the elements should be included within Contract Procedure Rules/ Guidance regarding the use and appointment of consultants and indeed the commissioning of all services.
27. We have discussed with Internal Audit the concept of such guidance and would concur with their view that guidance would be beneficial. We are of the view however that this guidance should be incorporated into Contract Procedure Rules/Guidance rather than introducing a further layer of bureaucracy. As a minimum we consider that the following should be included.
- A definition of consultancy work



Conclusions and Recommendations

- Circumstances under which the use of consultants may be necessary
- Guidance on setting outcomes and performance measures
- The need for a defined work scope with deliverables.

28. We would caution however against any guidance being unduly technical to the point where it is of no use to service managers.

**Recommendation 4-
That the Director of Resources and Assistant Chief Executive (Corporate Governance) incorporates within Contract Procedure Rules/Guidance clear guidance regarding the use and appointment of consultants**

29. We acknowledge that the majority of firms used will be on an approved list and there exists mechanisms for reporting poor performance. However we believe that it would be good practice if a database to record all details of consultants, including ratings, to be shared between departments and potentially with other authorities was set up.

**Recommendation 5-
That a database to record all details of consultants, including ratings, to be shared between departments and potentially with other authorities is set up.**



Evidence

Monitoring arrangements

Standard arrangements for monitoring the outcome of the Board's recommendations will apply.

The decision-makers to whom the recommendations are addressed will be asked to submit a formal response to the recommendations, including an action plan and timetable, normally within two months.

Following this the Scrutiny Board will determine any further detailed monitoring, over and above the standard quarterly monitoring of all scrutiny recommendations.

Reports and Publications Submitted

- Yorkshire and Humberside RIEP – Best Practice – Consultants
- Report of Head of Scrutiny and Member Development
- Expenditure on Consultancy services 2007/08 and 2008/09
- Survey of Core Cities – Definitions of Consultancy
- Correspondence from Internal Audit – External Consultants Review 2009/10
- Draft Internal Check list for the use of consultants – Internal Audit



Evidence

Witnesses Heard

Malcolm Foster – Deputy Chief Procurement Officer

Neil Hunter – Head of Audit

David Beirne – Senior Financial Manager

Dates of Scrutiny

September 7th 2009

December 7th 2009

January 11th 2010

29th March 2010

**Scrutiny Board (Central & Corporate Functions)
Inquiry into Consultant Engagement
March 2010
Report author: Peter Marrington**



www.scrutiny.unit@leeds.gov.uk



Originator: PN Marrington

Tel: 39 51151

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 29th March 2010

Subject: Annual Report 2009/2010

Electoral Wards Affected: All

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 Purpose of the report

1.1 The purpose of this report is to present the draft of the Board's contribution to the Scrutiny Boards' Annual Report.

2.0 Introduction

2.1 Members will be aware that the operating protocols for Scrutiny Boards require the publication of an Annual Report to Council.

2.2 This is the Board's opportunity to contribute to that Annual Report.

3.0 Draft Annual Report

3.1 Attached is a draft of this Board's proposed submission which includes an introduction from the Chair and details of the work undertaken by the Board in this municipal year.

3.2 This year attention will be given to ensuring that each of the Scrutiny Boards submissions follow the same order and layout and whilst the content will not change there may be some changes necessary when the final document is published.

4.0 Recommendation

4.1 Members are asked to approve the Board's contribution to the composite Annual Report.

Background Papers

None

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Scrutiny Board (Central & Corporate Functions)



Councillor Pauleen Grahame
Chair of Scrutiny Board
(Central & Corporate
Functions)

Membership of the Board:

Councillor Pauleen Grahame (Chair)
Councillor John Bale
Councillor Sue Bentley
Councillor Ben Chastney
Councillor Penny Ewens
Councillor Martin Hamilton
Councillor Arif Hussain
Councillor Valerie Kendall
Councillor James Lewis
Councillor Alison Lowe
Councillor Andrea McKenna
Councillor Andy Parnham
Councillor David Schofield

The Chair's summary

I would like to take this opportunity to thank all Members of the Board for their support and hard work throughout the year. I would also like to thank our many witnesses.

I am pleased that this year we have been meeting with the Executive Board Member for Central and Corporate functions on a quarterly basis. This has coincided with our monitoring of the budget and performance management.

Members of the Board believe it important to consider financial information and performance data together and for the relevant Executive Member to be able to explain the Council's overall performance. I hope it's a pattern which will continue in 2010/11.

We have covered a wide range of topics this year. Our report on the use of consultants is detailed later in this report. Our working group looking at employment and apprenticeship opportunities for young people has resulted in a commitment to provide better corporate co-ordination of activities.

As a forum for enabling the voice and concerns of the public to be heard, we were pleased to allow those opposed to BBQs on Woodhouse Moor to question the Council on the use of Bye-laws. In our monitoring role we have been tracking the recommendations of a number of previously made recommendations, particularly

those relating to Interpretation and Translation Services. We have also been championing the use of plain English.

Next year is likely to be very challenging in terms of service provision and reducing budgets. The Board has recommended therefore that we spend a proportion of our time in the new municipal year scrutinising the Council's wider business transformation proposals.

Cllr Pauleen Grahame, Chair of Scrutiny Board (Central & Corporate Functions)

Inquiry on the Use of Consultants.

Summary

The purpose of the Inquiry was to consider whether the Council had a clear definition of what a consultant was and the service provided. It was also to assess how consultants were used; the methods of monitoring and evaluating their use and to establish whether there were differences in practice between directorates.

Anticipated service benefits

We are of the view that the implementation of our recommendations will provide a framework within which best practice in the procurement of consultants can be shared across Council directorates.

Picture to be inserted

“Local Authorities collectively spend £1.8bn on external consultants. Saving just 1% on this could release £18m to invest in other services.”

Making savings through better procurement in professional services. (Regional Improvement and Efficiency Partnerships, LGS and I&DeA – Members’ Guide)

Our main recommendations

That the Director of Resources and Assistant Chief Executive (Corporate Governance) develops a standard definition of what consultants are and what work they undertake. This definition should be adopted by all departments.

That the Director of Resources issues guidance to all departments on the correct expenditure code (s) to use for Consultants

That Directors/Assistant Chief Executives review expenditure on consultants within their Directorates to assess the extent to which they are used.

That the Director of Resources and Assistant Chief Executive (Corporate Governance) incorporates within Contract Procedure Rules/Guidance clear guidance regarding the use and appointment of consultants

Other work of the Board

Budget and Information Management Monitoring

On a quarterly basis the Executive Board Member (Central and Corporate) attended the Board to detail the Council's overall performance. This also provided Members with opportunity to quiz the Executive Board Member on other areas falling within his portfolio.

Woodhouse Moor Bye-laws

In October 2009 residents opposed to BBQs on Woodhouse Moor came to the Board alleging that park byelaws were not being implemented and that this was having a detrimental affect on the park.

Whilst not upholding the resident's view that Bye-laws were not being enforced, the session had afforded residents the opportunity to raise their concerns with Members. The Board received an assurance from the Executive Board Member r that the bylaws would be rigorously enforced, particularly during the period of the trail BBQ area.

The Board agreed to revisit this issue in the summer 2010

14-18 –Employment Opportunities

A Working Group was established to look at the initiatives undertaken by the Council to offer employment and apprenticeships to young people. This work has resulted in the commitment to provide better corporate co-ordination of activities.

Procurement and Scrutiny

The Board is leading on working with the Chief Procurement Officer on ensuring Council Departments are more aware of local considerations and Member interest areas when commissioning services.

Budget Strategy 2010/11.

The Board recognised that due to the financial difficulties which had developed in the world economy since 2008, the medium term financial plan had been overtaken by events and was effectively outdated. A fundamental review of likely income and Council priorities was now necessary against a backdrop of imminent severe restraints on public spending levels in the foreseeable future. The Board stated that budget making should be within a strong, policy-led rather than finance-led, corporate planning framework, which draws on other processes within the council, i.e. strategic planning and performance management arrangements.

It was the Board's view that it can be most effective if it can challenge some established assumptions. For example that budgets should automatically be rolled forward without the need for greater challenge to the base budget.

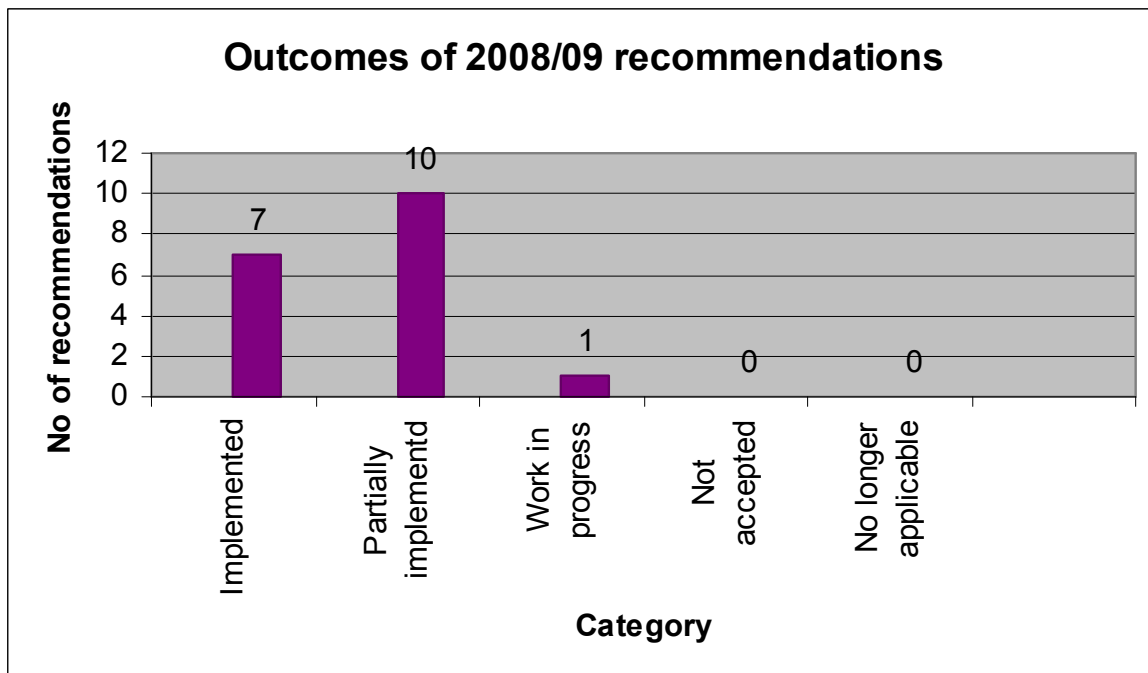
The Board noted that the council is undertaking efficiency savings to help to balance the budget. The Board will consider undertaking further work on this and the Council's wider business transformation proposals in the new municipal year

Outcome of recommendations made in 2008/09

The Scrutiny Board (Central & Corporate) carried out three major inquiries in 2008/09, which resulted in 18 recommendations. This section highlights some key examples of where these recommendations have resulted in service benefits, or otherwise added value.

As part of our inquiry into Attendance Management we recommended that the Council continues with its pro-active approach to health and well-being under the Happy, Healthy and Here Programme. In particular, we requested careful evaluation of pilots such as Vielife and rehabilitation and return to work, to see if there is merit in rolling them out across the Council. This has resulted in a more cohesive wellbeing strategy for the organisation and the Council received a national award for its work on wellbeing and attendance from the Public Sector People Managers Association (PPMA) in April 2009.

As part of our Inquiry into Procurement we identified the need for contract management to be incorporated in the pre-contract phase of all projects and that complex or high risk services also include the development of a Contract Management Plan. On the back of this, and other recommendations, further research identified that many of the issues identified by the Scrutiny Board were common to many of the region's public sector organisations. Consequently this the Boards recommendations are being progressed in tandem with the RIEP 'Smarter Procurement' work programme.



The Board's full work programme 2009/10

Requests for scrutiny

- **Woodhouse Moor – Park Byelaws**

Review of existing policy

- **Gambling Act 2005 – Statement of Licensing Policy - Consultation**
- **Inquiry into the Use of Consultants**
- **Interpretation and Translation Services**
- **Communications, Report writing and Plan English**
- **Review of Treasury management post Icelandic reports**
- **Gambling Act 2005 Statement of Licensing Policy**
- **14 – 18 Working Group – employment opportunities**
- **Budget Strategy**
- **Progress against Improvement Priorities relating to community engagement and involvement**

Development of new policy

- **Procurement and Scrutiny**

Monitoring scrutiny recommendations

- **Attendance management**
- **Member Development**
- **Procurement**

Performance management

- **Financial Performance Outturn 2008/09**
- **Council Business Plan Performance report – Quarter 4 2008/09**
- **Quarter 1 Performance Report**
- **Financial Health Monitoring – First Quarter Report**
- **Questions to the Executive – Financial Health Monitoring and Performance Information.**

Briefings

- **Input into Work Programme 2009/10 – sources of work and establishing the Boards priorities – meeting with Cllr Brett**
- **Changes to the Council's Constitution**
- **Executive Board Response to Final Scrutiny Board Reports**
- **KPMG – Scrutiny Review**

Call Ins

None undertaken



Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 29th March 2010

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

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 Attached as Appendix 1 and 2 respectively are the Executive Board minutes from 10th March 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

Background Papers

None used

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EXECUTIVE BOARD

WEDNESDAY, 10TH MARCH, 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

195 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 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 public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 3 to the report referred to in minute 196 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is not in the public interest to disclose this information at this point in time as it could undermine the method of disposal, should that come about and affect the integrity of disposing of the property. Also it is considered that the release of such information would or would be likely to prejudice the Council's commercial interests in relation to this or other similar transactions in that prospective purchasers of this or other similar properties would have information 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 publicly available from the Land Registry following completion of any transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.
- (b) Appendices A and B to the report referred to in minute 202 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it is considered that disclosure at this stage in the Large Casino licence application process would be prejudicial. The public interest in maintaining the exemption in relation to this document outweighs the public interest in disclosing the information by reason of the fact that it contains information relating to financial and business affairs of the Council which, if disclosed may prejudice the development of the Casino project and may adversely affect the business of the Council.

196 The Former Royal Park Primary School and The Strategic Review of Household Waste Sorting Sites and Bring Sites

RESOLVED – That the two reports entered onto the agenda on the above subjects be withdrawn from consideration at this meeting.

197 Minutes

RESOLVED – That the minutes of the meeting held on 12th February 2010 be approved.

DEVELOPMENT AND REGENERATION

198 Deputation to Council - Mayor for the Day - "You Don't Have to Spend a Fortune to Make a Difference"

The Director of City Development submitted a report in response to the deputation to Council from Brigshaw High School and Language College regarding its 'Mayor for the Day' manifesto entitled, 'You don't have to spend a fortune to make a difference'.

RESOLVED – That the recommendations in response to the various elements of the deputation, as contained in appendix B to the submitted report, be approved.

199 Deputation to Council - Young People from the Miles Hill Estate requesting Traffic Calming Measures on the Estate

The Director of City Development submitted a report in response to the deputation to Council from young people of the Miles Hill estate requesting traffic calming measures on the estate.

RESOLVED -

- a) That the report and the actions being taken to progress 20 mph zones within the city as described therein be noted.
- b) That the monitoring and review of potential 20 mph zones as the basis for determination of future priorities and the inclusion of the Miles Hill area within that process be endorsed.
- c) That the issues raised concerning the Miles Hill area shall be considered when reviewing 20 mph zone proposals as part of the development of investment proposals for the Local Transport Plan programme from April 2011 onwards.
- d) That the proposals to offer the Speed Information Device to the residents in the interim period be endorsed.

200 Deputation to Council - Moorland Road Residents regarding the Speed Limit on Moorland Road, Bramhope

The Director of City Development submitted a report in response to the deputation to Council from residents of Moorland Road, Bramhope, regarding the speed limit on the road.

RESOLVED – That the contents of the report be noted and approval be given in principle to a Traffic Regulation Order for a speed limit of 30mph with repeater signs being progressed on Moorland Road and Occupation Lane with MICE (Members' Improvements in the Community and Environment) funding.

201 Revisions to the Local Development Scheme

The Director of City Development submitted a report outlining proposed changes to the current Local Development Scheme.

RESOLVED –

- (a) That, with reference to discussions held at the meeting of the Development Plan Panel on the day previous to this meeting and to comments now made, the Director of City Development be authorised to amend the scheme for submission in those respects, in consultation with the Executive Member (Development and Regeneration), subject to details of such amendments being provided to all members of the Board.
- (b) That the Director of City Development be authorised to make the appropriate revisions to the Council's Local Development Scheme to reflect the changes set out in section 4 of the report, and as referred to in (a) above, and to submit the revised LDS to the Secretary of State pursuant to section 15 of the Planning and Compulsory Purchase Act 2004. Further, should a direction be received from the Secretary of State under section 15(4), the Director of City Development be authorised to make any necessary changes to the revised LDS prior to it coming into effect in order to comply with the direction.
- (c) That that the revised Local Development Scheme shall be brought into effect as from 1 May 2010 subject to one of the statutory requirements below having been met. Namely:
 - Before the end of a 4 week period starting on the day on which the Council submit the revision to the Secretary of State, the Council receive notice from the Secretary of State that he does not intend to give a direction under section 15(4); or
 - The 4 week period has ended and the Council have not received either a direction under section 15(4) from the Secretary of State or notice that he requires more time to consider the revision; or
 - The Council have received a direction under section 15(4) and have either complied with it (as varied by any further direction), or have received a direction revoking it; or
 - The Council have received notice from the Secretary of State that he requires more time to consider the revision and either subsequently receive notice from the Secretary of State that he does not intend to give a direction under section 15(4) or

Draft minutes to be approved at the meeting
to be held on Wednesday, 7th April, 2010

such a direction is received and the Council have complied with it (as varied by any further direction), or have received a direction revoking it.

- (d) That the formal withdrawal of the Easel, City Centre and West Leeds Gateway AAPs pursuant to section 22 of the Planning and Compulsory Purchase Act 2004 be authorised.
- (e) That that the Director of City Development undertake further public consultation on the West Leeds Gateway proposals with a view to their eventual approval as a Supplementary Planning Document.

202 Large Casino Licence

The Director of City Development submitted a report providing an update on the process for the awarding of the large casino licence.

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

RESOLVED – That the report be noted and that the Director of City Development and the Assistant Chief Executive (Corporate Governance) be authorised to move forward with the process which will lead to the award of the Large Casino Licence; on the basis of the:

- (i) objectives detailed in the report and the exempt Appendix A
- (ii) the draft timetable presented and
- (iii) the resource implications identified in the exempt Appendix B.

(Under the provisions of Council Procedure Rule 16.5 Councillor Finnigan required it to be recorded that he voted against this decision and Councillor Brett required it to be recorded that he abstained).

203 Submission of the Transport and Works Act Order Application for the New Generation Scheme

The Director of City Development submitted a report providing an update on the current position on the proposals for a high quality public transport system in Leeds. The report also detailed the next stage of the project – the submission of the Transport and Works Act Order and associated applications to the Secretary of State for Transport proposed to be made in June 2010.

RESOLVED –

- (a) That approval be given for the submission of the required Transport and Works Act Order and associated applications for NGT to the Secretary of State for Transport. (These applications will set out the proposed route and works as detailed in section 3.3 and Appendix 1 of the submitted report).

- (b) That approval be given to the transfer of additional funding to meet the Council's share of the £3,820, 000 required to progress the Transport and Works Act Order application beyond the Programme Entry stage (assumed to be £1,910,000 as set out in section 5 of the report) from the Council's Strategic Development Fund.
- (c) That additional expenditure of £2,754,000 as shown in the Finance Table Paragraph 5.6 of the report be approved.

204 Request for Authorisation to Enter into a Joint Venture Agreement between Leeds City Council and Metro to Develop and Progress the New Generation Transport Scheme

The Director of City Development submitted a report on proposals to enter into a Joint Venture Agreement between the City Council and Metro to develop and progress the New Generation Transport Scheme.

RESOLVED – That authority be given for the signing of the Joint Venture Agreement between the City Council and Metro for developing and progressing the NGT scheme.

ENVIRONMENTAL SERVICES

205 Response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement into 'The Procurement of the Grounds Maintenance Contract for 2011'

The Director of Environment and Neighbourhoods submitted a report presenting a response to the Scrutiny Board (Environment and Neighbourhoods) Interim Statement entitled, 'The Procurement of the Grounds Maintenance Contract for 2011'.

RESOLVED – That the proposed responses to the Scrutiny Board (Environment and Neighbourhoods) recommendations, as contained in the submitted report, be approved.

(During the discussion of this matter Councillor Finnigan declared a personal interest as an ALMO Board member)

CHILDREN'S SERVICES

206 Interim Director of Children's Services

The Chair welcomed Eleanor Brazil, Interim Director of Children's Services to her first meeting of the Executive Board.

207 Children's Services Improvement Arrangements

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report providing an update on the Children's Services Improvement Board's membership and proposed terms of reference, the Improvement Notice issued by the Department for Children, Schools and Families (DCSF) and the Council's Improvement Plan for Children's Services.

RESOLVED – That the Terms of Reference for the Improvement Board be endorsed and that the Improvement Plan be approved.

208 Organisational Arrangements for the Provision of Children's Services in Leeds

The Chief Executive submitted a report providing an update on the organisational review being undertaken with respect to Children's Services. The strategic Review document appended to the report presented the following five options –

1. Retain current arrangements
2. A slimmed down company model
3. An enhanced company offer
4. Creation of Children Leeds Ltd
5. Creation of a Children's services Directorate.

RESOLVED –

- (a) That, building on the strengths of current arrangements and seeking to spread them across all areas of children's services, a new integrated Children's Services Directorate model be worked up along the lines detailed in Option 5 of the review attached to the report.
- (b) That officers be authorised to take all such steps as may reasonably be required (including the service of appropriate notices) to allow the Council's contract with Education Leeds to be terminated on 31st March 2011, and
- (c) That further reports detailing the revised arrangements (including any proposed transitional arrangements), and consultations thereon, be brought to the Board at regular intervals over the course of the coming year.
- (d) That, with reference to (b) above, the Board takes this opportunity to record its appreciation of the work of Education Leeds in supporting the transformation of education provision in the City, and to express the Board's thanks to Chris Edwards for the leadership he has displayed in his role as Chief Executive of the company.

209 Building Schools for the Future Phase 4 - Leeds West Academy

The Director of Children's Services submitted a report on proposals with respect to the new building project of Leeds West Academy (formerly Intake High School).

RESOLVED – That the Final Business Case for the Leeds West Academy Project be approved for submission to Partnerships for Schools.

CENTRAL AND CORPORATE

210 Leeds Strategic Plan 2008-11 Refresh - Amendments to Partnership Agreed Indicators

The Assistant Chief Executive (Policy, Planning and Improvement) submitted a report on a number of proposed amendments to the partnership agreed targets contained within the Leeds Strategic Plan 2008-11.

RESOLVED – That Appendices 1 and 2 to the report be approved as the council's proposed revisions and additions to the agreed targets in the Leeds Strategic Plan.

DATE OF PUBLICATION: 12th March 2010
LAST DATE FOR CALL IN: 19th March 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12:00 noon on 22nd March 2010)

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FORWARD PLAN OF KEY DECISIONS

1 April 2010 – 31 July 2010

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

For the period 1 April 2010 to 31 July 2010

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|-----------------------|----------------------------------|--|---|--|
| Catering Consumables Contract for Catering and Cleaning Services To proceed with PQQ and Tender specification for renewal of contract | Director of Resources | 1/4/10 | Group consultation on quality of product / Consultation with Existing Supplier | Tender Specifications | Director of Resources mandy.snaith@leeds.gov.uk |
| Miscellaneous Properties Major Repairs Allowance Authority to spend for the 2010-11 capital programme on properties returning to LCC from third party leases & on estate shops. | Director of Resources | 1/4/10 | Previously undertaken | Report The report to be issued to the decision maker with the agenda for the meeting | karen.chiverall@leeds.gov.uk |

| | | | | | |
|---|------------------------------|---------------|--|--|--|
| <p>23 and 25 Middleton Park Road Authority to re-build 2 properties demolished in domestic gas explosion with HRA monies previously identified for decant and clearance of Sissons Road, Middleton</p> | <p>Director of Resources</p> | <p>1/4/10</p> | <p>Previously undertaken</p> | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>Director of Resources karen.chiverall@leeds.gov.uk</p> |
| <p>Framework Agreement for Technical Advisors for PFI Projects Approval to issue OJEU notice for the procurement of the framework agreement</p> | <p>Director of Resources</p> | <p>1/4/10</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 Contract for Catering and Cleaning Services 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 / Muslim Panel</p> | <p>Tender specifications</p> | <p>Director of Resources mandy.snaith@leeds.gov.uk</p> |

| | | | | | |
|---|------------------------------|----------------|--|-------------------------------|---|
| <p>Great Preston CE Primary School</p> <p>Approval to carry out a third phase of refurbishment and remodelling works at Great Preston CE Primary School, and to incur expenditure from the approved capital programme.</p> | <p>Director of Resources</p> | <p>1/4/10</p> | <p>Great Preston CE Primary High School</p> | <p>Design and Cost Report</p> | <p>Director of Resources tony.palmer@educationleeds.co.uk</p> |
| | | | | | |
| <p>Chapelton JSC piazza and landscaping</p> <ul style="list-style-type: none"> • Support scheme design and costs • Give authority to spend £260,000 (Please note that this provisional cost estimate to be confirmed later) from Town and District Centre Regeneration Scheme: Chapelton Piazza 12154.JSC/LAN | <p>Director of Resources</p> | <p>15/5/10</p> | <p>Consultation has already been undertaken with Local Councillors, Joint Leader of the Council, JSC Project Board and Town and District Centre Programme Board.</p> | <p>Design and Cost Report</p> | <p>Director of Resources franklin.riley@leeds.gov.uk</p> |

| | | | | | |
|---|--|---------------|---|---|--|
| <p>Framework contract for the supply of Passenger Transport Awarding of framework contract for the supply of Passenger Transport from 1st August 2010 to 31st July 2012. Plus option to extend for two years.</p> | <p>Director of Resources</p> | <p>1/6/10</p> | <p>All interested Taxi and Private hire operators have been invited to two days of briefing sessions which have been scheduled for 18 and 19th March</p> | <p>Tender documents</p> | <p>Director of Resources julie.hatton@leeds.gov.uk</p> |
| <p>Collection of Local Taxation Approval of Council Tax and Business Rate write offs for the period 1st October 2009 to 31st 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> |
| <p>Collection of debts other than Local Taxation Approval to write off debts other than Local Taxation for the period 1st April 2009 to 31st 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 peter.hutchinson@leeds.gov.uk</p> |
| <p>Grant Agreement to Marketing Leeds 2010-11 Approval of the Marketing Leeds Grant Agreement 2010-11</p> | <p>Chief Executive</p> | <p>1/4/10</p> | | <p>Grant Agreement with Marketing Leeds and attached appendices</p> | <p>Chief Executive susan.hardy@leeds.gov.uk</p> |

| | | | | | |
|--|---|----------------|---|--|--|
| <p>Relocation of Education Leeds staff from Elmete and Blenheim sites to Adams Court</p> <p>Approve injection to capital programme funded by prudential borrowing, and authorise expenditure on the relocation project</p> | <p>Executive Board (Portfolio: Central and Corporate)</p> | <p>7/4/10</p> | <p>Asset Management Board and Education Leeds</p> | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>Chief Officer, Corporate Property Management john.kearsley@leeds.gov.uk</p> |
| <p>Financial Health Report-outturn</p> <p>In noting the financial position at the year end for the Authority, a decision will be required as to the treatment of any variation identified.</p> | <p>Executive Board (Portfolio: Central and Corporate)</p> | <p>16/6/10</p> | | <p>The report to be issued to the decision maker with the agenda for the meeting</p> | <p>Director of Resources doug.meeson@leeds.gov.uk</p> |