



---

## **SCRUTINY BOARD (CENTRAL AND CORPORATE)**

---

**Meeting to be held in Civic Hall, Leeds on  
Monday, 5th July, 2010 at 10.00am**

***(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;  
S Bentley - Weetwood;  
D Blackburn - Farnley and Wortley;  
B Chastney - Weetwood;  
M Hamilton - Headingley;  
J Lewis - Kippax and Methley;  
A Lowe - Armley;  
N Taggart - Bramley and Stanningley;  
J Hardy - Farnley and Wortley;  
K Groves - Middleton Park;  
J L Carter - Adel and Wharfedale;  
R Wood - Calverley and Farsley;

---

**Agenda compiled by:  
Governance Services  
Civic Hall  
LEEDS LS1 1UR**

**Andy Booth  
247 4325**

**Scrutiny Support Manager:  
Peter Marrington  
Tel: 3951151**

# A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p><b>APPEALS AGAINST THE 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 information or items have been identified 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 OF THE MEETINGS HELD ON 27 MAY AND 7 JUNE 2010</b></p> <p>To receive and confirm as a correct record, the minutes of the meetings held on 27 May and 7 June 2010</p>	1 - 8
7			<p><b>QUESTIONS TO THE EXECUTIVE BOARD MEMBER - CENTRAL AND CORPORATE</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	9 - 78
8			<p><b>SCRUTINY OF VARIOUS PROCUREMENT ISSUES</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development.</p>	79 - 92
9			<p><b>SCRUTINY BOARD (CENTRAL &amp; CORPORATE) WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</b></p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	93 - 150

<b>Item No</b>	<b>Ward/Equal Opportunities</b>	<b>Item Not Open</b>		<b>Page No</b>
10			<b>DATE AND TIME OF NEXT MEETING</b>  Monday, 6 September 2010 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 a.m.)	

# Agenda Item 6

**SCRUTINY BOARD (CENTRAL AND CORPORATE)  
CALL-IN MEETING  
THURSDAY, 27TH MAY, 2010**

**PRESENT:** Councillor P Grahame in the Chair  
  
Councillors B Anderson, S Bentley,  
D Blackburn, B Chastney, P Ewens,  
A Hussain, V Kendall, J Lewis, A Lowe and  
D Schofield

**APOLOGIES:** Councillor A McKenna

**83 Late Items**

The Head of Scrutiny and Member Development explained that the Call-In meeting had been arranged at short notice in order for it to meet prior to the Annual Council Meeting, i.e. in the current municipal year with the current Board membership. Reference was also made to the appendices containing exempt information, which had been circulated after the main agenda despatch.

**84 Declarations of Interest**

No declarations of interest were made.

**85 Apologies for Absence**

An apology for absence from the meeting was submitted on behalf of Councillor A McKenna.

**86 Minutes - 29th March 2010**

**RESOLVED** – That the minutes of the meeting held on 29<sup>th</sup> March 2010 be confirmed as a correct record.

**87 Call-In of Decision - Briefing Paper**

The Head of Scrutiny and Member Development submitted a report advising the Board on the Call-In process and the options available to the Board.

In this case, the options were either to release the decision for implementation, or to refer it back to the decision taker for re-consideration. If the latter option was adopted and the decision taker, after reflecting on the Board's comments, decided to take the same decision again, then under the revised Call-In arrangements, the matter would be referred to the Executive Board for final resolution.

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

Draft minutes to be approved at the meeting  
to be held on Monday, 7th June, 2010

## **88 Exclusion of the Press and Public**

**RESOLVED** – That the press and public be excluded from the meeting during the 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:-

Agenda Item 8 – Review of Delegated Decision number D36853 – Supply of Beer, Wine and Spirits – Appendix 2 and Appendix 3 to the report – Paragraph 10.4(3) of the Access to Information Procedure Rules – Information relating to the financial or business affairs of any particular person or company.

## **89 Call-In - Review of Delegated Decision No. D36853 - Supply of Beer, Wine and Spirits**

The Board reviewed the delegated decision of the Assistant Chief Executive (Corporate Governance), made on the recommendation of the Chief Procurement Officer, to award a contract to Carlsberg UK Ltd for the supply of beer, wine and spirits to the Council.

Councillors R Pryke and B Cleasby presented the case for referring the decision back for reconsideration. In brief summary, their chief concerns were:-

- The fact that Carlsberg was the sole tenderer, and a perceived lack of evidence that the Council was achieving value for money by accepting the tender.
- The fact that, yet again, the proposed implementation date for the new contract fell within the Call-In period, despite past criticisms by Members of this practice.
- The fact that, in their opinion, changed circumstances during the course of the tendering process, i.e. Hull City Council withdrawing from the joint exercise and a substantial reduction in the nature and value of the contract, represented a material change which should have led to a re-appraisal of the proposed contract and possibly a re-procurement process.
- Concerns regarding the length of time given to suppliers to respond to the tender invitation, the follow up arrangements regarding firms who had initially expressed an interest but subsequently not tendered, and the fact that other firms might have submitted a tender had they been notified of the changed circumstances referred to above.

- Reservations regarding the sustainability matters referred to in exempt Appendix 3.
- Concerns regarding the evaluation process outlined in Appendix 1, and the weighting given to various criteria as part of that process.

Phil Rigby, Strategic Project Manager, responded in detail on behalf of the Chief Procurement Officer. He outlined the legal requirements in terms of tendering for contracts of this value and the consequences and estimated costs of a re-procurement exercise. It was regarded, for the reasons outlined in the report, that the proposed contract did represent value for money for the Council and in terms of the actual product price, it represented an improvement on the existing contract, again with Carlsberg, which was entered into in November 2005. The Council's interests were also safeguarded in terms of the purchasing card aspects – if Carlsberg did not comply with this requirement within 3 months, then the contract would only apply for the initial 12 months. This gave the Council sufficient time within the remaining 9 months to carry out another procurement exercise to find another supplier.

Should the delegated decision ultimately be overturned, then the officers would have to continue with the existing provider, Carlsberg, subject to further negotiation of the existing 2005 contract, until a fresh procurement exercise had been completed, which would have to be in line with OJEU regulations, and this would take up to 9 months.

## **90 Outcome of Call-In**

### **RESOLVED –**

- a) That the decision be released for immediate implementation.
- b) That, notwithstanding the decision in (a) above, the Board nevertheless shares the concerns raised by Members during the Call-In process.
- c) That these issues be referred by the Head of Scrutiny and Member Development, in consultation with the Chair, to the Chief Procurement Officer, and a further update report be considered by the new Scrutiny Board in the new municipal year.

This page is intentionally left blank



## SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 7TH JUNE, 2010

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

Councillors S Bentley, D Blackburn,  
K Groves, M Hamilton, J Hardy, A Lowe  
and N Taggart

### 1 **Chair's Opening Remarks**

The Chair welcomed Members and officers to the first meeting of the Board in the 2010/11 municipal year, and Members and officers introduced themselves.

### 2 **Declarations of Interest**

No declarations of interest were made.

### 3 **Apologies for Absence**

Apologies for absence were received on behalf of Councillors J L Carter, B Chastney, and J Lewis.

### 4 **Co-opted Members**

The Head of Scrutiny and Member Development submitted a report in respect of the appointment of co-optees onto Scrutiny Boards.,

Arising from specific discussions in relation to Procurement matters, it was the consensus of the Board to co-opt someone with a procurement or contract background when discussing this issue.

The Head of Scrutiny and Member Development responded and agreed to investigate who the most appropriate person may be and report back to the Board.

### **RESOLVED –**

- (a) That the contents of the report be noted.
- (b) That the Board consider on an ad hoc basis the need to appoint co-optees as and when the need may arise in relation to a particular Inquiry or specifically when discussing procurement matters.

### 5 **Input to the Work Programme 2010/11 - Sources of Work and Establishing the Board's Priorities**

The Head of Scrutiny and Member Development submitted a report to assist the Board to develop its work programme for the 2010/11 municipal year. This included an executive summary of, and the improvement priorities identified in, the Council's Business Plan 2008-2011, a list of work undertaken by this Board and a copy of the relevant extract from the Council's Forward Plan of Key Decisions for the period 1<sup>st</sup> June to 30<sup>th</sup> September 2010.

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

Nicole Jackson, Assistant Chief Executive (Corporate Governance)  
James Rogers, Assistant Chief Executive (Planning Policy and Improvement)  
Doug Meeson, Chief Officer (Financial Management), Resources

At the request of the Chair, the above officers outlined their individual responsibilities and key roles for their particular service area for the information/comment of the meeting.

Arising from these discussions, the Chair and Board Members identified the following issues for potential scrutiny for the new municipal year:-

- Business Transformation Project
- Draft Enforcement Policy
- Costs of communications
- Employment issues around diversity within the workforce
- The Social Responsibility Programme
- Procurement around specific issues e.g. how, during a tender exercise, any material change to the original specification may or may not result in a fresh tender being advertised, efficiency savings and renewables and the need to look at the evaluation criteria
- Budget scenario planning
- Partnerships
- Equality and Diversity Scheme
- Joint Services
- New Vision for Leeds 2011-2030
- Leeds Strategic Plan

The above officers responded to the individual comments made by the Board.

In conclusion the Chair thanked officers for their attendance and the manner in which they had responded to Members' queries and comments.

**RESOLVED** – That the contents of the report, and the contributions made during the discussion, be taken into account when the Board was finalising its work programme and deciding its priorities.

## **6 Determining the Work Programme 2010/11**

Further to Minute 5, the Head of Scrutiny and Member Development submitted a report regarding the criteria for determining its proposed work programme for the next year, and including a skeleton work schedule, which highlighted the dates for budget scrutiny, quarterly performance monitoring reports and recommendation tracking updates.

In addition to the issues discussed under Minute 5, the following issues were also referred to as matters which Members felt warrant further investigation, if possibly not in some cases a formal inquiry:-

Draft minutes to be approved at the meeting  
to be held on Monday 5<sup>th</sup> July 2010

- Leeds City Region and the Governance Arrangements
- Equality Issues/Policy Issues with an input from ALMOs
- Data Information shared throughout the Council

The Head of Scrutiny and Member Development advised the Board that the Executive Member for Resources and Corporate Functions may also want to raise a number of issues for the Board to consider when he attends the next meeting in July 2010. The Board also noted that they would still receive regular quarterly financial monitoring reports.

In conclusion, the Head of Scrutiny and Member Development agreed to update the Board's July work programme to incorporate the following specific issues:-

- Procurement, with the Chief Procurement Officer in attendance to discuss issues relating to material change/risk assessment and to comment on a list to be provided of all Scrutiny Board recommendations made at previous meetings in relation to procurement
- Generic costs around communications
- Outturn quarterly report, with the Chief Officer (Financial Management) in attendance

**RESOLVED** – That the Head of Scrutiny and Member Development, in conjunction with the Chair, draw up a draft work programme for discussion with the Board.

## **7 Executive Board Response to Final Scrutiny Board Reports**

The Head of Scrutiny and Member Development submitted a report regarding the response of the Executive Board following receipt of this Scrutiny Board's Inquiry report into the use of consultants published in April 2010. All the Board's recommendations had been agreed by the Executive Board and the recommendations would now be monitored under the Recommendation Tracking System, and the Board would receive its first progress report at its September meeting..

**RESOLVED** –

- (a) That the contents of the report be noted.
- (b) That this Board notes the response of the Executive Board to this Board's recommendations arising from the Inquiry into consultant engagement.
- (c) That this Board notes the arrangements for monitoring progress on the implementation of the recommendations.

## **8 Date and Time of Meetings for the 2010/11 Municipal Year**

Monday, 5 July 2010

Monday, 6 September 2010

Monday, 4 October 2010

Monday, 1 November 2010

Draft minutes to be approved at the meeting to be held on Monday 5<sup>th</sup> July 2010

Monday, 6 December 2010

Monday, 10 January 2011

Monday, 7 February 2011

Monday, 7 March 2011

Monday, 4 April 2011

All to commence at **10.00am** (Pre-meetings for Board Members at 9.30am)

(The meeting concluded at 10.55am)

---

## Report of the Head of Scrutiny and Member Development

### Scrutiny Board (Central & Corporate Functions)

Date: 5<sup>th</sup> July 2010

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

---

**Electoral Wards Affected:**

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

## 1.0 INTRODUCTION

- 1.1 At the June meeting the Board agreed to invite Cllr Wakefield to the Board every quarter.
- 1.2 This would give Scrutiny 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 Performance Outturn 2009/10. This report presents the Council's financial performance for the year ending 31<sup>st</sup> March 2010. Officers have been invited to attend for this item.
- 1.4 Attached as Appendix 2 is the Performance Report Year End 2009/10 report. 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 Council's Financial Performance Outturn 2009/10.

- (ii) Note the Performance Report Year End 2009/10 report 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

Originator: D Meeson

Tel: x74250

**Report of the Director of Resources****Executive Board****Date: 22<sup>nd</sup> June 2010****Subject: FINANCIAL PERFORMANCE – OUTTURN 2009/10****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)

**EXECUTIVE SUMMARY****Executive Summary**

This report presents the Council's financial performance for the year ending 31<sup>st</sup> March 2010, prior to the approval of the annual accounts by the Corporate Governance and Audit Committee and external audit scrutiny.

As previously reported to Executive Board, the economic downturn has had a significant impact and a number of General Fund services have faced significant financial pressures during the year. The overall position is an overspend of £3.2m, an improvement of £3.5m from the position reported at quarter three. This will require the use of £3.2m of general reserves which means that general fund reserves will be £16.0m at the end of 2009/10. Spending variations are fully explained in the individual directorate reports which are attached to this report.

Variations within the Housing Revenue Account (HRA) have resulted in a small overspend of £0.1m. After a net transfer from earmarked reserves of £1m the general reserve now stands at £4.6m. Full details of the variations and the contributions to reserves are contained in the HRA report attached.

Spending on capital investment was £43.8m less than programmed. An underspend of £35.8m relates to general fund services and an underspend of £8.0m on the HRA.

Other areas of year end financial performance reported include schools reserves, subsidiary companies, the collection of local taxation and sundry income, and the prompt payment of creditors.

## **1.0 Purpose of this report**

- 1.1 This report sets out for the Board the Council's financial outturn position for 2009/10, both revenue and capital, and includes the Housing Revenue Account. The report covers revenue expenditure and income compared to the approved budget and also reports on the outturn for Education Leeds and ALMOs.
- 1.2 The report also highlights the position regarding other key financial health indicators including Council Tax and NNDR collection statistics, Sundry Income, and prompt payments.
- 1.3 The 2009/10 Statement of Accounts will be presented to the Corporate Governance and Audit Committee for approval by the 30<sup>th</sup> June 2010 and the report of the auditors will be referred back to that Committee in due course.
- 1.4 Following approval by Committee, in accordance with the 2009 Audit and Accounts Regulations, the Accounts will be available for public inspection for 20 days from the 30th June 2010.
- 1.5 Following completion of the audit, as in previous years, it is intended to provide information through the About Leeds newspaper in support of the Council's commitment to engage citizens.
- 1.6 Executive Board, as in previous years, are asked to consider the financial performance of the Council during the year and approve the creation and usage of the Council's reserves.
- 1.7 It should be noted that in accordance with proper accounting practice, any significant event which occurs prior to the audit sign - off of the accounts in September 2010, could impact on the Council's final published outturn position. For example a court ruling which increases the council's liability for an insurance claim would require further expenditure to be charged to the income and expenditure account and would affect the amount transferred to general reserves. This is known as a post balance sheet event. Should such an event occur, this will be reported back to Corporate Governance and Audit Committee as part of the approval of the final accounts, and reported back to this Board at the earliest opportunity.

## **2. Background Information**

- 2.1 Members will recall that the net budget<sup>i</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 remain at £12.0m when the budget was agreed.
- 2.2. The report on the 2008/09 Statement of Accounts, presented to Corporate Governance and Audit Committee<sup>ii</sup> on 30<sup>th</sup> June 2009, highlighted that the net contribution to general fund reserves was £4.6m in excess of the budget bringing the level of general reserves up to £16.6m.
- 2.3. A subsequent report on 30<sup>th</sup> September<sup>iii</sup> gave details of a number of insurance claims which had been settled or where further circumstances had come to light which required the insurance provision at the end of 2008/09 to be amended. The result of these post balance sheet events was to increase the insurance provision by £469k, resulting in a corresponding reduction in general reserves to £16.1m.



- 2.4. The reserves also included a claim for overpaid VAT within Sport giving a potential refund of £6.3m. In view of the unknown final outcome of the VAT claim at the time, and the uncertain economic circumstances, it was agreed that the Council should maintain a higher level of reserves than the minimum required. The VAT refund has now been received.
- 2.5. Under current accounting practice, Councils have an option as to whether they capitalise the interest cost on debt associated with an asset under construction. The purpose behind this option is that upfront interest costs do not become prohibitive when authorities are building assets over a long period. If the interest is capitalised then the cost will be incurred when the asset becomes operational. As the Council has a number of assets under construction, with significant interest cost, the decision was made to exercise the option in 2009/10. This decision resulted in a £0.6m saving on the in year cost of debt. As this decision is technically a change in accounting policy it is a requirement of accounting practice that comparator figures for the preceding period are also adjusted. With the agreement of KPMG, this prior period adjustment has resulted in further capitalisation of interest of £3.1m which had previously been charged to revenue. Consequently, as at the 31<sup>st</sup> March 2009 the carrying value of the General Reserve has been amended and now stands at £19.2m, with a corresponding increase in the carrying value of the Council's debt.

### **3. General Fund Outturn**

- 3.1 The 2009/10 financial year has again presented a significant challenge, with the Council having to meet increasing cost pressures, generate efficiencies and maintain key front line services whilst dealing with the impact of the economic downturn.
- 3.2 However, through careful financial management and some significant contributions from earmarked reserves, it has been possible to contain the overspend to £3.2m at outturn compared to the budget. Although spending variations are fully explained in the individual directorate reports which are attached to this report as Appendix 1, a number of significant factors have contributed to the final position:

#### **3.3.1 Income Variations**

The economic downturn has had a significant effect on income levels in 2009/10. Within the City Development directorate there was a shortfall of £4.7m 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 £1.0m partially offset this. Within Environment and Neighbourhoods, a shortfall in car parking income amounted to £700k. In addition, the 2009/10 budget included income from Section 278 schemes of £5.2m, compared to the outturn of £2.6m, again reflecting a slowdown in development activity.

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 £827k 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, have continued to be a major pressure on the Children's Services budget costing £5.7m more than budget.

Increased pressure on the budget for Community Care packages resulted in increased costs of £8.2m, mainly reflecting residential and nursing care placements being £4.2m higher than budgeted and £3.8m for independent sector domiciliary care for which demand has increased.

### 3.3.3 Staffing

The overall staffing projection is a net saving of £2.5m. However £2.2m of this related to pay award savings as the 2009/10 budget provided for 2% with the settlement being 1.25% for NJC workers and 1% for higher grades. In addition, staffing savings of £2m relate to the industrial action in Streetscene, but these are offset by the use of contractors and other costs relating to the action.

In 2009/10, 285 members of staff left on VER/Severance. The full cost of these VERS (direct and capitalised over 5 years) is £10.9m. The direct costs amount to £4.7m, of which £2.5m has been met corporately and represents an overspend on the Early Leavers Initiative fund.

The total salary cost of staff who have left is £9.1m. Of the 285 staff who have left, it has been confirmed that 251 posts have been deleted, although 10 posts have been deleted at a different grade.

### 3.3.4 Other

Debt savings of £4.9m have been achieved during the year through proactive treasury management, taking advantage of the continued low short term interest rates. £1.5m of this was approved at the half year stage to fund part of the early leavers initiative overspend.

An additional £2.2m of expenditure that should more properly be classed as capital expenditure was capitalised to partially offset the shortfall in section 278 income.

Additional earmarked reserves amounting to £1.8m have been identified, £0.9m from the capital reserve and £0.9m from the supporting people contingency.

The budget held centrally for contingencies allocated £3.5m to fund directorate pressures which represents a saving of £0.6m. A full list of releases is provided at Appendix 2.

3.4 The following table provides a summary of variations by directorate:

<b>Directorate</b>	<b>Original Estimate £m</b>	<b>Latest Estimate (LE) £m</b>	<b>Outturn £m</b>	<b>Variance from LE £m</b>
Adults Social Care	176.0	177.7	185.4	7.7
Children's Services	147.0	146.4	149.2	2.8
City Development	76.8	75.1	77.9	2.8
Environment & Neighbourhoods	73.8	74.4	74.4	0.0
Central & Corporate functions	73.9	74.5	72.4	-2.1
<b>Sub-Total</b>	<b>547.5</b>	<b>548.1</b>	<b>559.3</b>	<b>11.2</b>
<b>Strategic Services</b>				
Joint Cttees and Other Bodies	35.5	35.5	35.4	-0.1
Housing Benefits	2.3	2.1	-0.4	-2.5
Debt charges	53.1	51.6	48.2	-3.4
Early Leavers Initiative	0.0	1.5	2.5	1.0
Section 278	-5.2	-5.2	-2.6	2.6
Capitalisation	-3.7	-3.7	-5.9	-2.2
Use of earmarked reserves	-18.2	-18.4	-20.2	-1.8
Contingency Fund	4.1	4.1	3.5	-0.6
Area Based Grant income	-48.2	-48.6	-48.6	0.0
Other Strategic accounts	-4.1	-3.9	-4.9	-1.0
<b>Net cost of Directorate Spending</b>	<b>563.1</b>	<b>563.1</b>	<b>566.3</b>	<b>3.2</b>

3.5 It is proposed that a contribution from reserves is made to cover the overspend of £3.2m. This will leave a balance at 31<sup>st</sup> March 2010 of £16.0m, as shown below:

	2009/10	
	Original Estimate £m	Actual £m
General Fund Reserve		
Balance at 31.3.09	12.0	16.1
Prior Year Adjustment		3.1
2009/10 overspend	0	-3.2
<b>Balance carried forward at 31.3.10</b>	<b>12.0</b>	<b>16.0</b>

3.6 The minimum level of reserves as required under the Council's risk based reserves policy is £12m. However due to the continuing financial pressures being faced by the Council, it is proposed to review this level and to seek to enhance the General Fund Reserve as soon as possible in the new financial year.

3.7 A full statement of all Reserves can be found at Appendix 3.

#### **4. Housing Revenue Account**

4.1 Variations within the Housing Revenue Account (HRA) have resulted in a small overspend of £0.1m. After a net transfer from earmarked reserves of £1m the general

reserve now stands at £4.6m. Full details of the variations and the contributions to reserves are contained in the HRA report attached.

## 5. Capital Programme

5.1 The approved February 2010 Capital Programme<sup>iv</sup> estimated capital expenditure in 2009/10 to be £285.4m, £223.4m for the general fund and £62m for Housing. Resources were estimated to be sufficient to fund this level of expenditure.

5.2 The actual capital expenditure in 2009/10 is £241.6m as detailed below.

### 5.3 General Fund Capital Spend

5.3.1 The following table shows the in year actual expenditure against estimate:

General Fund	Feb 10 Estimate	Estimate (Adjusted)	Outturn	Variation (outturn to Adj Est )	
	£000,	£000,	£000,	£000,	%
City Development	80,943	82,689	69,133	-13,556	-16.4
Children's Services	11,243	11,243	9,342	-1,901	-16.9
Environment & Neighbourhoods**	24,857	26,486	23,272	-3,214	-12.1
Adult Services	3,728	4,095	3,055	-1,040	-25.4
Strategic Accounts	24,077	15,782	15,903	121	0.8
Education	64,397	64,568	46,653	-17,915	-27.7
Central & Corporate Functions	14,590	18,844	16,294		
*				-2,550	-13.5
Central Accounts***	0	0	3,840	3,840	100.0
Reserve schemes (includes SDF)	-454	-454	0	454	-100.0
<b>Total Spend</b>	<b>223,381</b>	<b>223,253</b>	<b>187,492</b>	<b>-35,761</b>	<b>-16.0</b>

\* Central and Corporate includes spend of £4.6m relating to Equal Pay costs.

\*\* Environment & Neighbourhoods excludes £47.7k estimate and actual 2009/10 spend of £1.131m relating to the Golden Triangle project, a housing partnership arrangement involving Leeds, Harrogate and York councils.

\*\*\* £3.840m of interest costs have been capitalised in respect of assets under construction. These costs relate to assets under construction at 31 March 2009 and/or 31 March 2010. The interest costs reflect a change in the Council's accounting policy for 2009/10 but in order to ensure compliance with external financial reporting requirements the calculation has to cover both the 2008/09 and 2009/10 financial years.

Funding for the vehicle and equipment programmes was included in Strategic Accounts provision in the February 2010 estimate but has since been distributed to and reflected in the adjusted estimate figures for the respective services. £80k of funding provision included in the Feb 2010 estimate for the vehicle and equipment programmes, has been transferred from General Fund to HRA and is also reflected in the adjusted estimate column.

The outturn figures for the Strategic accounts includes £6m of eligible general capitalised expenditure transferred from department's revenue accounts. This outturn figure is £2.3m greater than the February 2010 general capitalisation provision of £3.7m.

## 5.4 Housing Revenue Account Capital Spend

5.4.1 The following table shows the in year actual expenditure against estimate:

HRA	Feb 10 Estimate	Estimate (Adjusted)	Outturn	Variation (outturn to Adj Est )	
	£000,	£000,	£000,	£000,	%
Strategic Landlord	3,611	3,611	4,138	527	14.6
ALMOS	58,432	58,512	49,993	-8,519	-14.6
<b>Total Spend</b>	<b>62,043</b>	<b>62,123</b>	<b>54,131</b>	<b>-7,992</b>	<b>-12.9</b>

## 5.5 Capital Resources

5.5.1 Capital resources to fund the programme have varied. Capital receipts achieved totaled £12.2m, including useable capital receipts from right to buy sales of £1.8m.

5.5.2 As in previous years, resources have been used for the HRA and general fund programmes to arrive at the most cost effective funding mix for the overall capital programme. £3.9m of HRA capital receipts have been utilised by General Fund (£3.5m of which will be repaid to HRA reserves in future years).

5.5.3 Overall capital receipts are 20% lower than 2008/09 due to the continued economic downturn and reduction in property values affecting sales values and the actual number of disposals.

5.5.4 ALMO's are having to use their accumulated and in year MRA resources in order to fund their programmes along with their Supported Capital Expenditure (SCA) allocations. In addition the HRA has utilised £6.1m of reserves and revenue contributions in order to support the overall HRA programme.

Details of the overall expenditure and financing position are shown below:

	£m
<b>Net Capital Spend</b>	<b>241.6</b>
<b>Financed by</b>	
Specific Grants and Contributions	89.9
Capital Receipts	12.2
MRA	37.2
Borrowing	95.7
Revenue Contributions \ Reserves	6.6
<b>Total Funding</b>	<b>241.6</b>

## 6.0 Schools

6.1 The outturn on the Individual Schools Budget for 2009/10 was:

<b>Outturn</b>	<b>£m</b>
Latest estimate	370.0
Outturn	366.7
Variation	<b>(3.3)</b>
<b>Schools Reserves</b>	
Balance Brought Forward	13.8
Net Contribution to Reserves	3.3
Balance Carried Forward	<b>17.1</b>
<b>Extended Services &amp; Partnerships</b>	
Balance Brought Forward	3.9
Net Contribution to Reserves	0.3
Balance Carried Forward	<b>4.2</b>

6.2 As can be seen from the above table, mainstream school reserves stand at £17.1m. As schools are funded from the Dedicated Schools Grant, the balances are ring fenced and must be carried forward. Extended Services & Partnerships reserves amount to £4.2m.

6.3 However, the cost of Voluntary Early Retirements are funded by borrowing against mainstream school reserves and repaid over a 5-year period. During 2009/10, £1.9m has been repaid. The total amount still awaiting repayment amounts to £1.7m.

6.4 Prior to 2008/09, development costs of PFI funded BSF schools had been funded initially by borrowing from mainstream school reserves with repayment made over the life of the PFI contracts. Such borrowing had a cumulative total of £2.5m. The borrowing strategy was revised for 2008/09 onwards whereby PFI development costs have been initially funded by borrowing from school balances with repayment being made over a ten year cycle. In 2009/10, £1.1m was borrowed to fund PFI development costs and £0.1m repaid. At the close of the year, net remaining PFI and BSF borrowing amounted to £4.8m.

6.5 Taking account of the £1.7m net VER borrowing (para 6.3) and £4.8m BSF borrowing (para 6.4), the net mainstream schools reserves position is £10.6m as at 31<sup>st</sup> March 2010.

6.6 The Dedicated Schools Grant (DSG) is a ring-fenced grant, consequently any net savings on the Central Schools Budget (CSB) services funded from DSG are carried forward as an earmarked reserve and are available to fund Schools Budget activity in future years. At the close of 2009/10 CSB reserves amounted to £2.5m ( £4.3m in 2008/09), primarily due to savings against Schools Contingency, contract payments to Education Leeds for the delivery of CSB services and Recoupment.

## 7. Other Financial Results

### 7.1 Education Leeds

7.1.1 Education Leeds have reported their draft financial position for 2009/10 which is subject their Board's approval and external audit scrutiny. This shows a surplus of £0.4m and leaves the company with accumulated surpluses of £2.5m at the close of 2009/10. Projected levels of operating surpluses were taken into account when determining the contract value for 2010/11 and it was agreed to utilise £0.5m of operating surpluses to support the 2010/11 budget. The operating surplus will transfer to the Council following the cessation of the Education Leeds contract at 31<sup>st</sup> March 2011.

### 7.2 ALMOs

7.2.1 Overall the three ALMOs made a provisional surplus of £8.2m for the year. This overall in year surplus leaves Reserves at £31.9m as at 31<sup>st</sup> March 2010. Included in this figure is £29.8m in respect of FRS17 pensions giving a general reserve position of £2.1m (£10.9m as at 31<sup>st</sup> March 2009). The level of useable reserves has fallen despite the in year surplus due to a significant deterioration in the FRS 17 liability.

7.2.2 The figures reported above are provisional and subject to audit, approval of the ALMO boards and, in the case of East North East Homes, final FRS 17 figures from the actuary.

### 7.3 Grand Theatre

7.3.1 The Leeds Grand Theatre and Opera House Ltd made an operating deficit of £105k before accounting for the FRS17 adjustment, leaving the company with an unrestricted funds reserve of £4k as at 31<sup>st</sup> March 2010. The impact of the £733k FRS 17 adjustment produces an in year deficit of £838k and a funds deficit of £729k.

## 8 Other Financial Performance

### 8.1 Local Taxation

8.1.1 The performance statistics for the year in respect of the collection of local taxation are as follows:-

	<b>2006/07 Leeds Actual</b>	<b>2007/08 Leeds Actual</b>	<b>2008/09 Leeds Actual</b>	<b>2009/10 Leeds Actual</b>
Council Tax collection	96.4%	96.4%	96.3%	96.5%
Non Domestic Rates	98.6%	98.7%	97.7%	97.8%

8.1.2 The figures for both Council Tax and Non Domestic Rate collection show an increase in collection rates from the previous year. The council tax figure is the best collection figure since the introduction of council tax. The current economic climate is still affecting the collection of non domestic rates with companies finding it difficult to make payment. In many cases payment arrangements have been made which go

beyond the end of the financial year. In addition some companies have taken advantage of the Government's deferral scheme.

## **8.2 Sundry Income**

- 8.2.1 The collection of current year debt and arrears has reduced from 90.7% in 2008/09 to 89.2% in 2009/10. The reduction is mainly due to one account for £1.6m, arrangements had been made for this account to be paid before the 31<sup>st</sup> March, but in fact payment wasn't received until 8<sup>th</sup> April.
- 8.2.2 In respect of the current year debt only, the net amount collectable was £128.0m with a balance outstanding of £13.6m at 31st March 2010. The total cumulative debt outstanding is £14.8m.

## **8.3 Prompt Payments**

- 8.3.1 The outturn for the year was 88.17% (against a target of 92%) of undisputed invoices paid within 30 days, an increase in performance of 4.67% compared to 2008/09.
- 8.3.2 The total number of invoices processed in the year which met the prompt payment criteria was 574,775. After accounting for 9,747 invoices in query with suppliers, 497,176 were paid within 30 days, leaving 67,852 paid after 30 days.
- 8.3.3 Overall 94% of the authority's invoices were paid within 40 days and 100% of small suppliers were paid within 20 days. The work supporting an increase in the use of Procurement Cards, the council's preferred method of payment, increased spend by this method to £4.47million; a 53% increase compared to our 2008/9 spend (year end result £3.1million). Further work identifying how to increase the use of procurement cards will take place over the next year which should enable improvements in the council's performance in this indicator.
- 8.3.4 Although the target has not been met based on the end of year position, performance has significantly improved, with performance in April exceeding 90%.

## **9. Recommendations**

Members of the Executive Board are asked to:

- 9.1 Note the contents of this report
- 9.2 Agree contributions to, and the use of, HRA reserves as outlined in the HRA report.

## **Background Documents**

<sup>i</sup> Revenue Budget report 2009/10 Executive Board 13<sup>th</sup> February 2009

<sup>ii</sup> The Statement of Accounts 2008/09 – report to Corporate Governance and Audit Committee 30<sup>th</sup> June 2009

<sup>iii</sup> Audited Statement of Accounts and the Use of Resources Assessment 2008/09 30<sup>th</sup> September 2009

<sup>iv</sup> Capital Programme report to Executive Board 12<sup>th</sup> February 2010



## ADULT SOCIAL CARE 2009/10 OUTTURN POSITION

### Introduction

- This report sets out the 2009/10 outturn position for Adult Social Care and provides an explanation of the significant budget variations.

### Overall Position

- 2009/10 was a very challenging year financially for Adult Social Care. The budget included substantial realignment of resources to support key priorities and significant planned savings in order to deliver them within the overall resources available.
- The outturn position is a net overspend of £7.7m on the net managed budget compared with the Latest Estimate. Budgeted savings totaling £7.7m were achieved in 2009/10, but slippage against the budgeted total impacted on the overall outturn position.

### Outturn Explanation

- Residential and Nursing Care Placements  
Residential and nursing care placements are £4.2m higher than budgeted, of which £1.8m relates to nursing placements. Substantial savings were included in the 2009/10 budget, mainly to reflect the impact of revised criteria for fully-funded NHS care, but the projected overspend reflects these savings being over-ambitious. The remainder relates mainly to increased placement numbers in residential care during 2009/10 that were not anticipated when the budget was set. This in-year increase 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. Pressures within the health service due to the impact of adverse weather conditions in January, re-opening of ward closures due to infection control and intermediate care services working at over-capacity have impacted on placement numbers.
- Domiciliary Care  
The independent sector domiciliary care projection is £3.8m higher than budgeted. The majority relates to lower referrals to the in-house service as it continues to downsize and work towards a new service model. In addition, demand has increased since the budget was set and for 2009/10 the hours of service requested were 8.6% higher than for 2008/09. 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, has 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 expenditure is £0.6m higher than budgeted for 2009/10. The directorate is on target to achieve its 2009/10 target for direct payments and individual budgets offered in

year, although the projected overspend on this budget indicates that more people are opting for cash payments than was assumed when the budget was set.

- Learning Disability Pooled Budget

The Council's contribution to the pooled budget was £0.4m less than budgeted, mainly due to fewer than budgeted residential and nursing placements. This reflects improved contracting arrangements and increased support being provided to enable people to remain in their own homes.

## CHILDREN'S SERVICES: 2009/10 BUDGET

### 2009/10 – OUTTURN POSITION

#### Introduction

This report sets out the 2009/10 outturn position for Children's Services and provides an explanation of the significant budget variations.

#### Overall Summary

Overall, the outturn position for Children's Services is an overspend of £2.8m against a budget of £146m. There were a number of significant challenges and budget pressures during 2009/10, particularly in Children & Young People's Social Care (CYPSC) which have been partly mitigated by savings in other areas of Children's Services. Over the course of the financial year, the budget and spend have been prioritised according to risk and service demands with a continuing emphasis on supporting service improvement and on resourcing front-line child protection services and services for looked after children and children in need.

#### Explanation of the significant variations

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

Service	Outturn Variation Over/(under) £m
Children & Young People's Social Care	7.5
Early Years	(3.8)
Integrated Youth Support Service (incl. Youth Offending Service)	(0.5)
DCS Unit & Central/Strategic Budgets	1.5
Education	(1.9)
<b>Total – Children's Services</b>	<b>2.8</b>

In line with other local authorities, there was significant pressure in CYPSC 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 was £3.1m above the budget which was due to a significant increase in the number of children & young people placed with external fostering agencies. At March 2010, there were 144 placements which is 112 more than budgeted. Another key pressure was in the externally provided residential budget which outturned at £2.6m more than the budget, again due to an increase in the volume of placements. Across CYPSC, there was 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.

The underspend on the Early Years budget was focussed mainly on the employee budgets (£2.1m) and largely across the Children's Centres. There were also

underspends on rents and utility costs which were mitigated in part by additional costs around cleaning and legal costs. In 2009/10 the service restricted spending on non-essential costs which resulted in savings on office-related budgets, furniture & equipment and IT-related expenditure. There was also a shortfall on the budgeted nursery fee income which was offset through maximising external grant funding and income and also through additional Nursery Education Funding.

An issue has emerged around two grants from the Department for Education for the Early Years service going back to 2004/05 and 2005/06. In both these instances the Department for Education are disputing that these grants are due to the Council. Discussions are ongoing in respect of both of these issues and although the latest response from the DfE is not positive, our intention is to continue to strongly pursue this funding. Therefore the accounts reflect the assumption that these grants will be received.

The £1.5m overspend on the DCS/Central & Strategic budgets related in the main to slippage against 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 has been made against these objectives, the outturn position recognises that there will be slippage on the delivery of these budgeted efficiencies into 2010/11.

The £1.9m underspend around the Education budgets related 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**

### **2009/10 OUTTURN POSITION**

#### **Introduction**

This report sets out the 2009/10 outturn position for City Development and provides an explanation of the major variations.

#### **Overall Position**

The actual outturn position for City Development is a net overspend of £2.8m against the Latest Estimate in terms of the controllable budget.

The continuing difficult economic conditions during 2009/10 have had a major impact on the income earned by the Directorate. The shortfall in key income sources across the Directorate amounts to £4.7m. The impact of the revision to job evaluation outcomes in Sport and Active Recreation is also a major cause of the projected overspend with additional staff costs of just under £1m being incurred over the original staffing budget in 2009/10. These pressures have been partially offset by savings in running costs.

#### **Income Variations**

As projected all year, external income across the Directorate has been lower than was anticipated at the time the budget was set. The most significant problem has been planning and building fee income which continued to be below budgeted levels throughout most of the year. The overall shortfall on planning and building fee income being just over £1.9m. Other income shortfalls include £0.5m on commercial property and markets rental income, £0.3m of which is related to the Sunday Car Boot Market which was closed in January. The shortfall on Recreation Services is £1.6m which includes £1m on Sport and Active Recreation, £0.5m on Parks and Countryside and £0.1m on Cemeteries and Crematoria. Income in Libraries, Arts and Heritage was £0.3m below budget due to reduced income from libraries, museums and venues.

Reduced workloads for Architectural Design Services means that there is a shortfall in income of £0.5m against the budget.

A higher Housing & Planning Delivery Grant settlement of £1.45m for 2009/10 provided additional income of £0.7m over the budget and has helped partly offset the shortfall in planning and building fee income.

Other income variations amount to net additional income of £0.4m, mainly due to higher fee income in Highways and Transportation and additional external contributions in Economic Development.

#### **Staffing**

The overall overspend on staffing is just under £1.5m. This includes £0.9m for the estimated additional costs of job evaluation in Sport. This cost, which includes the payment of backpay to April 2007, was not anticipated at the time the budget was

set. Additional costs have also been incurred from one off pension costs resulting from Early Leaver Initiative (ELI) business cases recently approved. A total of 78 ELI business cases have been approved in 2009/10. The majority of the costs relating to these business cases have been funded corporately but approximately £0.3m has been funded by the Directorate and this is reflected in the overall overspend on staffing.

Throughout the year staffing levels have been closely managed with levels in all services being reduced. Through these measures the Directorate has achieved a significant element of the £3m saving target included in the 2009/10 budget.

### **Operational Budgets**

To offset the pressures on income operational budgets have been closely managed with savings identified and realised in all services. Overall savings of £2.4m have been achieved on running costs. Savings in Highways and Transportation include a saving of £1m in the highways maintenance budget due to the capitalisation of revenue expenditure and savings on the Street Lighting contract. These savings have been partly offset by additional expenditure on Winter Maintenance and energy costs.

Across the Directorate savings in supplies and services amount to £0.7m and £0.9m for premises costs. These include savings in general Directorate running costs and other savings in Economic Development and Planning and Sustainability.

## **ENVIRONMENT AND NEIGHBOURHOODS**

### **2009/10 OUTTURN POSITION**

#### **Introduction**

This report sets out the 2009/2010 outturn position for the Environment and Neighbourhoods Directorate and provides an explanation of the major variations.

The actual outturn position for Environment and Neighbourhoods reflects an underspend on the net managed budget of £31k.

#### **Housing Services (£1,044k Cr)**

The variation is largely due to the identification of appropriate charges of £798k to the HRA for medical rehousing, CareRing and staff implementing Section 6 of the 1996 Housing Act. Also within Housing Services further variations of £254k have arisen largely due to a combination of the rescheduling of the programme for the upgrade of CareRing equipment and additional income for the sheltered housing service following the revision of the Supporting People contract.

#### **Roseville (£205k Dr)**

The overspend relates to a combination of additional staffing costs including pension charges (£108k) and activity levels for doors production being much lower than anticipated prior to the factory closure (£97k). The door factory closed at the end of September 2009 and the budget for 25 disabled staff (23.24 fte) transferred to the Resources Directorate.

#### **Community Safety (£219k Cr)**

The underspend is mainly due to slippage in spend on the CCTV digital upgrade resulting in savings on the budgeted borrowing cost and opportunities to maximize grant funding available.

#### **Regeneration/ Area Management (£32k Dr)**

Additional expenditure on the Revenue Area Wellbeing (£397k) was largely funded by a combination of savings from vacant posts (£265k) and additional income (£100k).

#### **Jobs & Skills (£1,642k Dr)**

Within Jobs and Skills, residual staffing issues, following the implementation of a major restructure, has resulted in a £441k pressure and in addition there is a loss of income of £827k 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 £253k and additional premises costs have also been incurred for the Rise building and Leeming House (£102k).

### **Community Centres (£71k Dr)**

A reduction in income has been partially offset by reduced running costs associated with caretakers and utilities.

### **Refuse Collection Service £7k Dr**

Pay savings totalled £1,968k, the vast majority of which were as a consequence of the industrial action. There were also significant fuel savings of £315k, of which £250k arose during the period of industrial action.

These savings contributed towards offsetting the additional cost of using contractors during the dispute £2,349k and additional communication costs incurred of £254k.

Vehicle costs were underspent by £107k with more efficient use of the fleet, especially around the utilisation of back up vehicles, offsetting additional expenditure on repairs. Higher than budgeted for fuel prices were contained within budget by a reduction in the overall volume of fuel used.

A reduction in expenditure across all other areas of the budget realised further savings of £170k and additional income of £45k, mainly from contract management brought the overall budget back into balance.

### **Street Cleansing (£478k Cr)**

An underspend on staff costs of (£355k) was mainly due to the 12 weeks of industrial action occurred. This was partially offset by additional use of contractors within the City Centre £84k.

There were further reductions in other expenditure of (£210k), of which savings on fuel (£40k), weedspraying (£48k) and other transport costs (£31k) constitute the largest elements. The balance of £34k being the savings arising from the cessation of non essential spend.

### **Anti-Graffiti and Public Conveniences (£176k Cr)**

Due to delays in the implementation of a Public Conveniences strategy, there was a saving of (£70k) on the budget provided for automatic PCs in the City Centre, plus staffing saving of (£84k) within the Graffiti service which arose as a result of vacant posts.

Other minor variations contributed a further £20k saving.

### **Waste Operations £165k Dr**

Additional expenditure on Security at Waste Sites of £89k was incurred and this was mainly due to a combination of repeated incidents of vandalism at Gamblethorpe. There was also the need for additional cover during the strike.

In order to maintain the availability of recycling facilities citywide, additional expenditure £89k has been incurred on the repairing of containers and compactors.



Loss of contracts and a variation in usage resulted in a reduction in the level of income for Trade Waste (£196k), although savings on NNDR of £41k, following a revaluation at East Leeds, and savings on vehicle hire and lease costs of £100k mitigated these pressures.

Additional savings on non essential spend delivered a further £64k of savings.

### **Waste Strategy (£704k Cr)**

Staff savings of £302k are largely due to delay in the implementation of the new Waste Management structure.

Total tonnage costs were in line with budgeted expectations at £14.1m and therefore there has been no requirement to utilise the Authority's central contingency which contained provision for tonnage variations.

Slippage on advisor costs associated with the delivery of the Waste Management PFI has saved £207k whilst a saving of £80k in respect of Education Awareness also reflects slippage on the programme.

Higher than budgeted prices for recyclates (incl. scrap metal) during the year helped generate additional income (£180k).

Spend at Closed Landfill Sites was £45k lower than budget, mainly from contract maintenance savings and the cessation of non essential spend in the Division saved a further £28k.

All of these savings helped offset continuing reductions in net income received from electricity generation at Gamblethorpe Closed Landfill site of £142k.

### **Health and Environmental Action Service £437k Dr**

The loss of income from the Energy Savings Trust for Fuel savers at £300k was the single biggest variation in the budget. Notification of the variation in grant receivable was received after the HEAS budget was agreed at Council in February 2009.

Variations in staffing costs (£99k), legal costs (£77k) and income receivable from pest control (£46k) were partially offset by savings in general running costs across the service (£84k).

### **Car Parking £126k Dr**

There was an overall reduction in income which resulted from the impacts of the downturn in the general economy, as well as non implementation of budgeted developments and the severe weather in December / January.

Income receivable from property developers from the suspension of parking bays has reduced by £259k, whilst delays in the implementation of city centre bus lane enforcement has resulted in an income variation of £227k.

Other income variations (£237k) reflect reduced patronage of car parking facilities and the non implementation of budgeted assumptions in respect of Sunday and evening car parking.

Staff savings of £188k resulted from vacant posts whilst £418k of running cost savings were largely derived from reduced utility costs, car park maintenance and expenditure on IT and other equipment.

In addition further savings of £100k have been delivered from a review of support functions across the whole of Environmental Services.

## HOUSING REVENUE ACCOUNT

### 2009/10 OUTTURN POSITION

#### 1. Introduction

This report sets out the 2009/10 outturn position for the Housing Revenue Account (HRA) and provides an explanation of significant budget variations.

#### 2. Overall position

As shown in the following table the outturn position on the HRA is a small deficit of £73k. After transfers to and from earmarked reserves this leaves a surplus of £927k which has been added to the HRA General Reserve.

A number of factors have contributed to the year end position. These are as detailed in sections 3 and 4 below.

	Latest Estimate £000	Outturn £000	Variance £000
<b>Income</b>			
Rental Income / Service Charges	167,960	170,456	(2,496)
Housing Subsidy	31,133	28,124	3,009
Recharges	2,353	1,690	663
Other Income	23,555	21,075	2,480
<b>Total Income</b>	<b>225,001</b>	<b>221,345</b>	<b>3,656</b>
<b>Expenditure</b>			
Salaries and Wages	4,934	4,736	(198)
Premises & repairs	1,491	1,328	(163)
Supplies & Services	13,394	13,154	(240)
Transport	112	131	19
Recharges	13,825	15,132	1,307
ALMO Management Fees	112,809	112,663	(146)
Provisions	1,948	818	(1,130)
Capital	76,027	73,456	(2,571)
<b>Total Expenditure</b>	<b>224,540</b>	<b>221,418</b>	<b>(3,122)</b>
<b>Net (surplus)/deficit</b>	<b>(461)</b>	<b>73</b>	<b>534</b>
Transfer to Swarcliffe PFI Sinking Fund		2,091	2,091
Transfer to (from) earmarked reserves		(3,680)	(3,680)
Transfer to (from) Pensions reserve	461	589	128
<b>Surplus</b>	<b>0</b>	<b>(927)</b>	<b>(927)</b>

### **3. Key variances - Income**

Rental income has exceeded the budget by £2,496k. This reflects improved void levels, higher levels of stock than anticipated due to reduced Right to Buy (RTB) sales, increased income from shops and miscellaneous properties.

Housing subsidy is less than budget due to capital charges being lower as a result of the reduction in the Council's CRI rate. This reduction in subsidy is offset by a reduction in capital charges.

A review of the revenue contributions made by the General Fund to the Swarcliffe PFI project concluded that the contribution should be reduced by £445k pa. This, together with a shortfall in income from the ALMOs, for works managed by Property Management Services, has resulted in a £663k variation in recharges

The allowance to fund the borrowing associated with Decency is passported in full to the ALMOs. At year end the HRA is charged for all HRA/ALMO borrowing and the ALMOs pay back to the HRA the interest charges associated with the borrowing undertaken to fund works in their area. This is shown as "other income" in the HRA. The reduction in the Council's average rate of interest has led to the ALMOs being charged a lower rate of interest than budgeted and is the main reason for the shortfall of £2,522k.

### **4. Key variances - Expenditure**

The saving on salaries and wages (£198k) are as a direct result of not filling vacancies. Savings on premises are largely a result of Property Management Services vacating space not required at Landmark Court.

Savings in a number of areas: procurement of the Adtrader and printing contracts (£100k), market research (£28k), computer software (£261k), conferences, catering and office consumables ( £28k), offset by increased expenditure on the Swarcliffe PFI scheme has resulted in a net saving of £240k on supplies and services

Internal charges are higher due to a number of appropriate recharges from the General Fund for Care Ring and Medical Rehousing (£379k), Housing Strategy and Commissioning (£395k) and the emergency call out service (£65k). Other key variations include increased legal and development charges for the Little London, Beeston & Holbeck and Lifetime homes PFI schemes (£316k) and for the ASBU service (£49k).

The saving on ALMO Management Fees (£145k) is as a result of the incentive payments to the ALMO and BITMO being less than budgeted for.

The contribution to the bad debt provision is £1.1m less than budgeted. This is as a result of more tenants being in receipt of full or partial housing benefit.

The £2.6m reduction in the cost of capital is due to a combination of a reduction in the Council's average rate of interest on debt, notional cash interest on HRA working balances plus a Revenue Contribution to Capital

(RCCO) for decency works on the Woodbridge estate and the Housing ICT project.

## 5. HRA Reserves

The table below shows the movement on reserves in year together with the closing reserves position of £18,133k. Key points to note are as follows:-

- The in year surplus of £927k will be transferred to the HRA General Reserve, increasing this to £4,639k.
- Earmarked reserves of £3,680k have been utilised in year.
- Of the total reserves £10,947k is the Swarcliffe PFI Sinking Fund, with the balance of £7,186k being general/earmarked reserves.
- The contribution to the Swarcliffe PFI Sinking Fund (£2,091k) is required to ensure that the project remains affordable throughout its life and can meet future contractor payments.

<b>Reserves</b>	<b>Opening Reserves</b>	<b>Transfers out</b>	<b>Transfers in</b>	<b>Closing Reserves</b>
	<b>1/4/2009</b>	<b>2009/10</b>	<b>2009/10</b>	<b>31/3/2010</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
HRA General Reserve	3,712		927	4,639
Future of Council Housing in Leeds	226	(136)		90
Contribution to Decency Targets	1,954	(1,881)		73
PFI Set up Costs (Structural Surveys)	150	0		150
Swarcliffe Environmentals	350	(58)		292
PFI Set up costs - Lifetime Homes	500	0		500
Purchase of New properties (EASEL)	1,193	(1,193)		0
Decanting and Demolition Costs	800	0		800
Underoccupancy pilot	300	(202)		98
Workforce Change (Property Management Services)	689	(209)		480
Holdsworth Place - land purchase	65	(1)		64
<b>Sub Total</b>	<b>9,939</b>	<b>(3,680)</b>	<b>927</b>	<b>7,186</b>
Swarcliffe PFI Sinking Fund	8,856	0	2,091	10,947
<b>Total</b>	<b>18,795</b>	<b>(3,680)</b>	<b>3,018</b>	<b>18,133</b>

## CENTRAL AND CORPORATE

### 2009/10 OUTTURN POSITION

#### Introduction

This report sets out the 2009/10 outturn position for Central and Corporate Functions and provides an explanation of the major variations.

#### Overall Position

Overall underspend of £2.1m. The most significant variations are described below:

#### Resources (underspend of £2,056k)

##### *Support Services*

Across the various corporate support services there was an overall underspend of £1,594k. The main reason has been careful management of staffing appointment plans as well as freezing of non-essential running cost expenditure from December 2009.

In terms of the service areas, Financial Services (inc the Business Support Centre) underspent by £556k, HR by £238k, Audit and Risk £207k and a further £262k within ICT. This situation has put pressure on service areas, for example the BSC have only been able to provide CRB checking due to diversion of staffing resource from the recruitment service. So too, ICT are facing increasing pressures in maintaining an ever growing ICT estate.

In 2008/09 the building maintenance budget (for all Council buildings) overspent by £0.6m. However as a result of concerted efforts from various services in Resources, expenditure in 2009/10 was contained within the available budget. In fact overall, the Corporate Property Management budget recorded an underspend of £342k, largely due to savings on pay.

##### *Revenues and Benefits*

As a result of an increase in court cost fees in January combined with a revision to the formula which allocates court fees into this account, additional income of £445k was generated compared to budget.

The cost of Housing Benefits administration came in £257k under budget due to staffing and running cost savings. The Student Support function continues to operate in respect of claims originating back to when the Council administrated the scheme, however savings of £143k (almost all staffing) were achieved in the year as part of a planned scale down of operations.

##### *Trading Services*

Following the 2008/09 outturn of a £1.2m shortfall in surplus compared to budget, the primary focus of the group in 2009/10 has been to ensure a significant improvement in financial performance. The key priority has been achievement of income, although realisation of cost efficiencies where possible have remained important within all trading areas. The overall result is an additional £74k surplus compared to budget.

In Property Maintenance, the budget relied on the realisation of 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. The eventual outturn was £86k less surplus compared to budget.

The Catering function was another area where both cost and income pressures have been experienced right from the start of the year. Despite worse predictions during the year, the outturn was a shortfall of £147k.

Other areas fared much better in terms of achieving additional income and savings in areas such as the use of agency staff:

- Cleaning (additional £156k surplus)
- Security Services (additional £104k surplus)
- Fleet services (additional £47k surplus)

### *Public Private Partnership Unit*

The Unit generated additional surplus of £157k due to savings on non-essential expenditure combined with additional income received in respect of work carried out for West Yorkshire Police.

### **Policy, Performance and Improvement (net overspend of £43k)**

Due to additional pressures in Customer Services (mainly within the Corporate Contact Centre) required to meet the additional activity levels from customers due to the current economic climate combined with the delay in the introduction of Integrated Voice Recognition (IVR) an overspend of £110k occurred within Customer Services.

However this has been offset by an underspend in other areas totaling £67k, predominantly as a result of unfilled vacancies in the Communications Team.

### **Corporate Governance (net underspend of £94k)**

Within Legal, Licensing and Registration, an additional £826k was spent on pay in the area of legal services to cater for increased demand from clients (this cost is recharged directly back to directorate clients). The gradual uptake in the housing market resulted in net additional income of £133k from an increase in the number of property searches.

There was an underspend of £37k in the Procurement Unit mainly due to the holding of vacancies. Democratic Services were also underspent (by £51k) the main factor being savings on running cost budgets, much of which was generated from a freeze on non essential expenditure.

### **HOUSING BENEFITS**

The outturn shows a saving of £2,516k which is largely made up of:

- A saving of £1,821k compared to the budget due to a change in the methodology of calculating the bad debt provision. This reflects a revision to the provision for bad and doubtful debt relating to the overpayment of housing benefit. Each year a review of the provision required for 'bad debt' is carried out. Using collection trend data, the assumptions on collection of previous years' debt outstanding have been revised

meaning that the revenue account will benefit by £1,821k. This is a one-off gain in 2009/10 only.

- Saving on actual Leeds Benefits Service costs of £257k, a combination of staffing and running costs as a result of the 'freeze' on non-essential expenditure.
- £321k additional overpayments were identified during the year over and above the level assumed in the budget.
- The balance of £117k is due to changes on benefits expenditure which does not attract 100% subsidy.



## **STRATEGIC ACCOUNTS**

### **2009/10 OUTTURN POSITION**

#### **Context**

The Central Accounts include a variety of corporate budgets including central income, debt costs of the authority, contributions to Joint Committees and central efficiency budgets.

#### **Overall Position**

The outturn position variation against the Latest Estimate for Central Accounts is a net controllable underspend of £0.6m and an underspend on the costs of servicing debt of £4.9m.

#### **Outturn Explanation**

The major variances in net controllable income and expenditure were as follows:

- The amount of section 278 monies that were released to revenue was £2.6m less than had been budgeted for. This arose from a slowdown in development activity as a result of the general economic downturn.
- During the year directorates faced pressures due to the Early Leavers Initiative. The £2.5m extra cost of this was funded partly by debt savings (£1.5m) with the unfunded balance (£1.0m) borne by Central Accounts.
- The budget held centrally for contingencies allocated £3.5m to fund directorate pressures. This was £0.6m less than the Original Estimate.
- An additional £2.2m of expenditure that should more properly be classed as capital expenditure was capitalised to offset the shortfall in section 278 income. This included capitalisation of spend relating to ongoing PFI schemes.
- The authority used £0.9m from the capital reserve during 2009/10.
- The Supporting People grant became part of the Area Based Grant in 2009/10 which effectively removed the ring fence for this account. A contingency of £990k which was set aside to support contract overspends has been used to reduce the Council's projected overspend. Should this contingency be required in future years, arrangements will be made to ensure that contract overspends are supported.
- During 2008/09, the authority made a claim to HMRC for VAT due dating back to 1974, in relation to sporting and cultural activities. £6.3m was accrued in the 2008/09 accounts, but due to the delays in settling the claim additional interest of £0.3m was received.
- The final determination in respect of the LPSA allocated an additional £0.7m to the authority, which had not been anticipated. Of this sum £0.2m of this has been carried forward to be bid for by LAA partners.

The net saving of £4.9m in debt costs was due to savings in external interest costs (£9.0m) and in MRP chargeable (£1.0m). A £0.6m saving was also made by capitalising interest costs on assets under construction. This was partially offset by a £6.0m reduction in the statutory Item 8 charge to the HRA. £1.5m of the savings made were used to fund the Early Leavers Initiative, as agreed by Executive Board as part of the half year review.

## Contingency Fund - 2009/10 Outturn

	Budget	Amount Released	Variation	Comments
	£000s	£000's	£000's	
<b>Environment &amp; Neighbourhoods</b>				
Tonnes	700	0	-700	Reflects a reduction in the volume of waste
DPE income - payment rates	338	338	0	Reflects average payment rate and PCN numbers being less than budgeted
<b>Sub-Total</b>	<b>1,038</b>	<b>338</b>	<b>-700</b>	
<b>City Development</b>				
Planning/Building Fees	400	400	0	100% released due to economic conditions
Sport Income	100	100	0	Under achievement of income budget
Transport Policy/Tourism income	25		-25	Not required
Rental/Advertising Income	150	150	0	100% released due to economic conditions
Surveyors/Legal fees	168		-168	Not required
Advertising budgets (v211)	32		-32	Not required
Feasibility budget	50	165	115	City Park feasibility £50k per Exec Board 13.2.09. Accommodation review phase 2 £92k, Flood Alleviation £23k
Travellers	100	59	-41	Travellers clean up costs
Community Cohesion	80		-80	Not required
Libraries	100	100	0	Challenging efficiency target only partly met
Winter maintenance	150	150	0	Reflects 102 grits and 7 snow clearing days. Budget £1.305m, actual £1.507m.
LDF	50		-50	Not required
<b>Sub-Total</b>	<b>1,405</b>	<b>1,124</b>	<b>-281</b>	
<b>Central and Corporate functions</b>				
LIFT	50		-50	Not required
IT Business Transformation	350	72	-278	Maintenance charges for Customer Master Index
<b>Sub-Total</b>	<b>400</b>	<b>72</b>	<b>-328</b>	
<b>Adults Social Care</b>				
Independent Living PFI	300	139	-161	PFI procurement costs
continuing care	750		-750	Not allocated to the directorate.
Fulfilling lives	300	216	-84	Allocation of grants to vcfs organisations following development of business case
<b>Sub-Total</b>	<b>1,350</b>	<b>355</b>	<b>-995</b>	
<b>Cross Cutting</b>				
Gas/electricity	800	300	-500	Price came in on-line, £300k used to offset volume changes
<b>Total Departmental Pressures</b>	<b>4,993</b>	<b>2,189</b>	<b>-2,804</b>	
<b>Provision at 50%</b>	<b>2,497</b>	<b>2,189</b>	<b>-308</b>	
<b>Items Provided at 100%</b>				
<b>Environment &amp; Neighbourhoods</b>				
Brunswick/Non closures of car parks	403	396	-7	Shortfall in income due to closures
<b>Cross Cutting</b>				
Service Development Fund	900	218	-682	Collaboration consultants, Sanitiser Gel, Accommodation review £23k
Pay and Grading	300	616	316	Allocated to directorates following confirmation of costs
World Cup Bid		50	50	Partly met from Yorkshire Forward and City Dev
<b>Total Contingency</b>	<b>4,100</b>	<b>3,469</b>	<b>-631</b>	

Reserve	Actual Balance 31st March 2009	Balance 31st March 2010	Reason for the Reserve
	£k	£k	
<b>General fund reserves</b>			
General fund	(16,121)	(16,076)	
<b>Total general fund reserves</b>	<b>(16,121)</b>	<b>(16,076)</b>	
<b>Earmarked reserves</b>			
<i>Sums set aside for major schemes</i>			
Schools PFI & Building Schools for the Future	(3,588)	(5,950)	} PFI Sinking Funds
Cardinal Heenan PFI	58	200	
Street lighting PFI	(3,660)	(51)	} Used to support 2009/10 budget as agreed by Full Council
Adult Social Care PFI	(151)	(151)	
LBIA Compensatory Added Years	(742)	(695)	This reserve holds a lump sum receipt from which LCC will meet the pension obligations of LBIA employees following sale of Leeds Bradford Airport to these staff. Departmental contns towards prudential borrowing costs of capital schemes received over life of asset and released back to revenue to cover debt costs over life of loan. Unspent ABG to be allocated to specific schemes Unallocated in 2009/10 - to be bid for by LAA partners in 2010/11
Capital reserve	(409)	(1,282)	
Area based grants	(1,246)	(22)	
LPSA2 Performance Reward Grant		(244)	
<i>Insurance Reserves</i>			
Schools teacher sickness absence reserve	(140)	(444)	School based reserve to pay for the cost of teacher cover due to sickness absence. School reserve to fund any related costs as a result of fires not covered by insurance.
Schools consequential loss insurance	(619)	(619)	
<i>Reserves retained for service departmental use</i>			
Members club	(8)	(8)	Surplus on the members club. Unspent school contributions used to develop learning platforms and maintain the quality and resilience of the network.
Leeds learning network	(98)	(348)	
Youth Offending Service	(455)	(563)	Surpluses of partner contributions have been retained to provide for potential liabilities re.fixed term employment contracts and accommodation diapidation costs. Unspent mayoral allocation cfwd at year end due to the difference between the financial & mayoral years.
Lord Mayor	(44)	(39)	
Energy efficiency reserve - LCC	(295)	(287)	Energy efficiency reserves to fund invest to save energy efficiency initiatives. Payments received from Salix based on commitments not actual spend, therefore carried forward to fund schemes in 2010/11
Energy efficiency reserve - Salix	(253)	(611)	
Connexions/Children's Economic, Social and environmental wellbeing fund	(186)	(145)	Residual balance and unallocated DFES grant from Connexions WY service Underspends on the wellbeing area committees. Armley Asbestos
Environmental Services	(251)	(306)	
<i>Ring fenced reserves</i>			
<i>School balances</i>			
Schools Balances	(7,344)	(10,743)	Actual Schools Balances less VER borrowings and BSF PFI borrowing. Cfwd of surpluses on extended school activities to make greater use of school facilities. Cfwd of ring fenced DSG for centrally managed pupil orientated services.
Extended schools balances	(3,875)	(4,215)	
Central schools block - DSG	(4,345)	(2,485)	School reserves for fire prevention works Ring fenced reserve for taxi and private hire licensing service.
Schools fire prevention works consortia	(394)	(195)	
Taxi & Private Hire licensing surplus	(470)	(173)	
<b>Total earmarked reserves</b>	<b>(28,609)</b>	<b>(29,470)</b>	

This page is intentionally left blank



Originator:  
Heather Pinches

Tel: 22 43347

## Report of the Head of Policy and Performance

### Meeting: Central and Corporate Functions Scrutiny Board

Date: 5<sup>th</sup> July 2010

### Subject: Performance Report Year End 2009/10

#### Electoral Wards Affected:

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

## 1 Executive Summary

- 1.1 This report presents the Quarter 4 action trackers summarising our progress against the Council Business Plan improvement priorities for 2009/10 at the end of the 2<sup>nd</sup> year of delivery of this plan. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. Accountable Directors were also given the option to nominate any amber but improving trackers to be included with this report where they felt that these were issues that should be monitored closely. A complete set of action trackers are published on the intranet for information. In addition a full performance indicator report is also provided. Overall, Members should note that for the Business Plan **improvement priorities** 42% are currently assessed as green and on track.

## 2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against the priority outcomes relevant to the Central and Corporate Scrutiny Board including an analysis of performance indicator results at the end of 2009/10 so that the Board may understand and challenge current performance.

## 3 Background Information

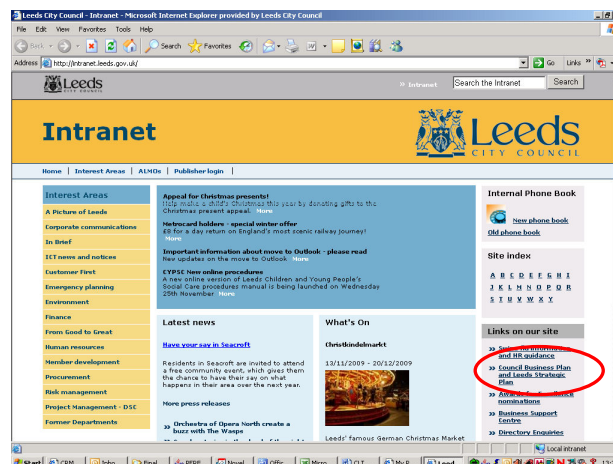
- 3.1 Accountable Officers were asked to provide a high level summary of performance both qualitative and quantitative within their trackers and were requested to limit their action trackers to one A4 page (ie 2 sides). However, many accountable officers were unable to do this without missing essential information and therefore the limit was not rigidly applied so that the trackers provided a complete picture of performance.
- 3.2 A number of appendices of information are provided with this report and these are summarised below:

- **Appendix 1** – summary sheet showing the overall progress rating against the Council Business Plan *improvement priorities* relevant to the Central and Corporate Scrutiny Board.
- **Appendix 2** – selected amber and red rated action trackers from the Council Business Plan improvement priorities. These trackers include a contextual update as well as key performance indicator results.
- **Appendix 3** – Performance Indicator report containing year end results for all performance indicators including those from the National Indicator set and any key local indicator which are relevant.

This information is supported by a guidance document to aid the reader in interpreting the action trackers.

## 4 Main Issues

- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track. At Q4 a slightly more nuanced approach has been taken ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
  - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided. However, Accountable Directors were given the option to nominate any of their amber and improving trackers to be included where they felt the area needed to be more closely monitored.
- 4.3 This exception reporting is to enable senior officer, partners and members to focus their attention on those areas where progress is not on track. However, all action trackers for the year end are published on the intranet so that all the green action trackers are also available for information. These can be found on the intranet by following the link to the Council Business Plan / Leeds Strategic Plan from the front page.



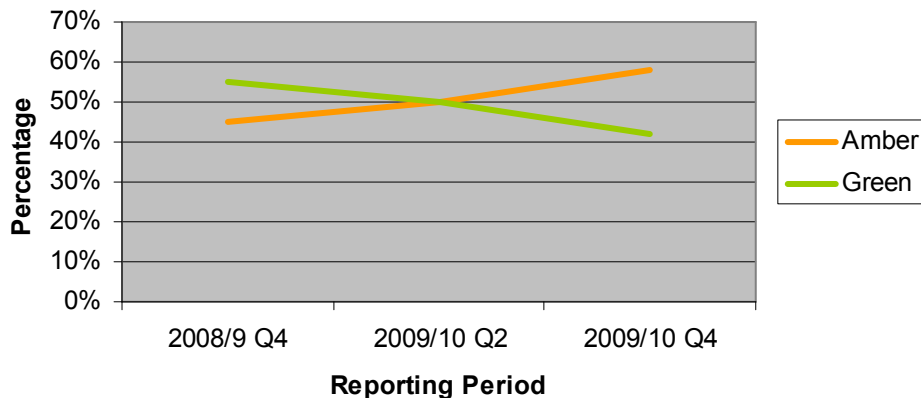
4.4 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. However, a full performance indicator report is provided in appendix 3 and a high level analysis of the Central and Corporate key performance indicators is provided below.

**Analysis of Overall Performance in 2009/10**  
*Improvement Priorities*

4.5 There are 36 improvement priorities within the Council Business Plan which are relevant to the Central and Corporate Functions Scrutiny Board and of these 15 are assessed as green, 21 as amber and none are red. This can be compared to the position at Q2 where 18 were green and 18 were amber. The change in this overall position is illustrated in the table and graph below.

	2008/9 Q4	2009/10 Q2	2009/10 Q4
<b>Red</b>	0%	0%	0%
<b>Amber</b>	45%	50%	58%
<b>Green</b>	55%	50%	42%

**Change in CBP Improvement Priorities RAG rating**



4.6 Further analysis shows that the change between quarters 2 and 4 is because a number of improvement priorities have been assigned a different RAG rating over the last 6 months, some improving and some deteriorating. More specifically 5 improvement priorities (over 2 action trackers) have deteriorated and 2 improvement priorities (over 2 action tracker) have improved. These changes are highlighted in the table below:

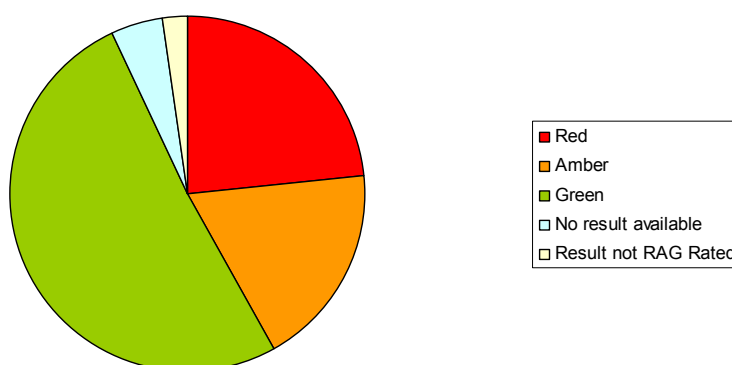
Improvement Priority	Q2 2009/10	Q4 2009/10
Vfm-3 Implement a commissioning approach which delivers value for money and ensures the best provider	↑	↑
Vfm-4d Explore opportunities for collaboration with private and public sector bodies	↑	↑
IO-1a Improve our systems and processes to enable us to use our information effectively and efficiently	↑	↔
IO-1d Develop arrangements to protect and share information in line with legislative and regulatory requirements	↑	↔
VfM-1a Deliver our 5 year financial strategy to align resources to our strategic priorities	↑	↔
VfM-1b Embed sustainability in our resource management processes	↑	↔
VfM-1c Consider all additional sources of funding available to support our priorities	↑	↔

### Performance Indicators

4.7 At the year end we have a complete set of performance indicators including those that are only available annually. The overall breakdown of all the performance indicators relevant to the Corporate and Central Scrutiny Board is shown in the chart below (this includes all Council Business Plan indicators as well as any nominated local and national indicators) with 52% meeting their year end targets.

	Number PIs	%
<b>Red</b>	10	24
<b>Amber</b>	8	19
<b>Green</b>	22	52
<b>No result available</b>	2	5
<b>Result not RAG Rated</b>	1	2

Overall Performance of Central and Corporate PIs at Q4 2009/10



4.8 It is not possible to accurately compare this position with that from Q4 last year for a number of reasons including the fact that a some of the of PIs were new and 2008/09 was the baseline year so traffic lights could not be allocated. Also the set of indicators is not the same as there was no staff survey in 2008/9 which accounts for 4 indicators, similarly, place survey indicators were available in 2008/09 only and residents survey indicators were available in 2009/10 only.

### Good Performance Highlights

- 4.9 Performance across a number of our performance indicators have improved significantly during 2009/10, in particular:
- NI185 (CO<sub>2</sub> emission reduction from local authority operations)
  - NI180 (number of changes of circumstances which affect customers Housing Benefit/Council Tax Benefit entitlement)
  - NI181 (time taken to process housing benefit/council tax benefit new claims and changes of events)
  - BSC8 (the percentage of undisputed invoices for commercial goods and services that were paid by the authority)
  - BP-08 (Volume of total transactions delivered through customer self service)
  - BP-07 (Overall resident's satisfaction)
- 4.10 Whilst the Council narrowly missed it's 2009/10 sickness absence target of 11 days per FTE on this indicator the result of 11.07 represents a significant improvement on the previous year with sickness absence reducing more than half a day per employee over the year. This reduction was achieved in



spite of the impact of Swine flu during the year. For an organisation the size of Leeds City Council this is a significant achievement and represents a total saving in excess of £1m

### **Data Quality**

- 4.11 In previous quarters Members have received an update on the on-going work to develop a more robust, consistent and over-arching approach to data quality for our key performance indicators – which will give a wider based data quality judgement. The implementation of the new data quality checklists across all national and local indicators has resulted in a number of anomalies - despite a successful pilot exercise - and more work is required to ensure that this revised approach is fit for purpose and that the scoring criteria are effective across a broad range of measures. Therefore, the new scoring mechanism will not now be adopted until Q1 2010/11 and Members should note that in these Q4 reports the previous system has continued to be used to provide the data quality traffic light.

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

- 4.1 The 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.

## **5 Legal and Resource Implications**

- 5.1 The Leeds Strategic Plan fulfils the Council's statutory requirement to prepare a Local Area Agreement for its area and these government agreed targets are subject to performance reward grant.

## **6 Conclusions**

- 6.1 This report provides the Board with a high level overview of the city's performance against the key priorities from the Council Business Plan as at the end of 2009/10 ie the end of the 2<sup>nd</sup> year of delivery. This report highlights those areas where progress is not on track and Members need to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.

## **7 Recommendation**

- 7.1 Members are asked to consider the overall performance against the strategic priorities and where appropriate, recommend action to address the specific performance concerns raised.










This page is intentionally left blank

## Action Tracker Guidance

### Introduction

The 'Action Trackers' are prepared on a half yearly basis 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.

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

	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the direction of travel is improving.</p>		<p>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.</p> <p>Overall the direction of travel is improving.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the direction of travel is improving.</p>
	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the direction of travel is static.</p>		<p>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.</p> <p>Overall the direction of travel is static.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the direction of travel is static.</p>
	<p>Progressing as expected – on schedule to complete key actions and meet the targets for key performance indicators.</p> <p>Overall the performance is deteriorating.</p>		<p>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.</p> <p>Overall the performance is deteriorating.</p>		<p>Significant delays or issues to address and unlikely to meet targets for key performance indicators.</p> <p>Overall the performance is deteriorating.</p>

<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.
<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.
Full Year Result	This column shows the full year result for 2009/10.

	The green light shows that t this indicator has met its target.	
	An amber traffic light shows that this indicator has not met its target. However, the performance for this indicator is still acceptable and will not result in significant problems.	
	The red lights shows that this indicator has not met its target.	
Direction of Travel	An upwards arrow indicates that the 2009/10 result is an improvement in performance compared to the 2008/09 result	↑
	A sideways arrow indicates that the 2009/10 result is at the same level of performance compared to the 2008/09 result.	↔
	A downwards arrow indicates that the 2009/10 result is a 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.	

We are an intelligent organisation, using good quality information to deliver better				Our resources are clearly prioritised to provide excellent services and value for money			
Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
IO-1a	Improve our systems and processes to enable us to use our information effectively and efficiently	●	James Rogers	VfM-1a	Deliver our 5 year financial strategy to align resources to our strategic priorities	●	Alan Gay
IO-1b	Use our information to shape service provision, provide constructive challenge and improve our decision making at all levels	●	James Rogers	VfM-1b	Embed sustainability in our resource management processes	●	Alan Gay
IO-1c	Ensure we have the right intelligence to inform our strategic planning	●	James Rogers	VfM-1c	Consider all additional sources of funding available to support our priorities	●	Alan Gay
IO-1d	Develop arrangements to protect and share information in line with legislative and regulatory requirements	●	James Rogers	VfM-2a	Improve the efficiency of our services including maximising savings delivered through procurement, ICT and asset management	●	Alan Gay
IO-2a	Increase choice so customers can access services in more convenient ways	●	James Rogers	VfM-2b	Embed value for money at all levels	●	Alan Gay
				VfM-3	Implement a commissioning approach which delivers value for money and ensures the best provider	●	Nicolé Jackson
IO-2c	Improve our services based on customer feedback	●	James Rogers	Vfm-4a	Ensure strategic business transformation/improvement activity is prioritised and co-ordinated	●	James Rogers
IO-2d	Manage customer expectation and deliver on our promises	●	James Rogers	Vfm-4b	Enhance service improvement capacity to support business change at directorate/service level	●	James Rogers
IO-2e	Develop joined up and person centred services designed around the needs of our customers	●	James Rogers	Vfm-4c	Embed a consistent approach to service planning which clearly links workforce and asset management planning, risk, financial and performance management	●	James Rogers
				Vfm-4d	Explore opportunities for collaboration with private and public sector bodies - BIG IDEA	●	James Rogers
IO-3a	Increase involvement, engagement and participation of all communities especially hard to reach groups	●	James Rogers	Vfm-5a	Develop sustainable and effective partnership governance framework	●	Nicolé Jackson
IO-3b	Build trust with local communities to encourage greater engagement	●	James Rogers	Vfm-6a	Improve quality and efficiency of support services	●	Alan Gay

15/03/17

**We are a values led organisation and our people are motivated and empowered**

Code	Improvement Priority		Accountable Director	Code	Improvement Priority		Accountable Director
VP-1a	Ensure we have the right staff, in the right place with the right skills at the right time		Alan Gay	VP-3b	Maximise member involvement in policy development, decision making and accountability		Nicolé Jackson
VP-1b	Empower, support and develop our staff and members by embedding core skills and behaviours with performance based appraisals		Alan Gay	VP-4a	Ensure colleagues reflect the diversity of our communities		Alan Gay
VP-1c	Improve understanding and transparency of our decision-making and accountability processes		Nicolé Jackson	VP-4b	Ensure fair access to all our services		James Rogers
VP-2a	Improve leadership at all levels including officers and elected members		Alan Gay	VP-4c	Embed equality and diversity throughout the organisation		James Rogers
VP-2b	Enhance our leadership of the city		James Rogers	VP-5a	Reduce the carbon emissions arising from our buildings, vehicles and operations - BIG IDEA		Alan Gay
VP-2c	Strengthen communication (skills and mechanisms) at all levels		James Rogers	VP-5b	Increase the proportion of socially responsible goods and services that we procure		Nicolé Jackson
VP-3a	Strengthen our democratic processes to improve governance and policy making		Nicolé Jackson	VP-5c	Support the achievement of our strategic outcomes through our corporate social responsibility programme		James Rogers

**Leeds Strategic Plan**

**Environment**

Code	Improvement Priority		Accountable Director
ENV-1b	Reduce emissions from public sector buildings, operations and service delivery and encourage others to do so		Jean Dent

**Key**

	Significant delays or issues to address
	Minor delays or issues to address
	Progressing as expected – on schedule to complete actions & targets



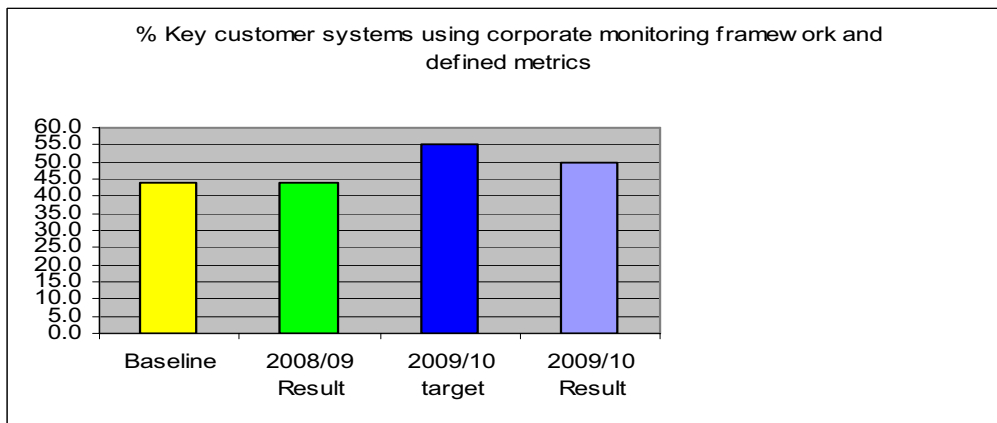
**Improvement Priorities – IO 1a/d Improve our systems and processes to enable use to use our information effectively; develop arrangements to protect and share information in line with legislative and regulatory requirements**

<b>Overall Progress</b>


**Accountable Officer – Lee Hemsworth**

**Why is this a priority**

Information is an asset just like the council's land and buildings, people, equipment and money. In order to get the maximum value from this asset we need to have the systems and processes to manage and use this data effectively. Lack of joined-up and integrated information and knowledge across the council and partnership can be a barrier to progress. However, it is vital that we protect this information and share it appropriately and lawfully. By doing this we can turn our data into intelligence and use it effectively to plan and deliver better outcomes for the public.



**Overall progress to date and outcomes achieved**

**Overall Summary**

Progress on delivering the IO Programme has been made including the redefining and restructuring of the programme. However, there has been delays in progressing the three main formal projects for IKM: EDRMS; the Records Management Facility; and BI Platform. These delays are attributable to a number of factors including changes in procurement rules which held up the procurement of the EDRMS, the need to redesign Westland Rd as the design of the Corporate Record Management Facility moved through the RIBA design stages and internal resource problems which have slowed progress on the implementation of the BI Platform. As a consequence to these delays the overall rating is now deemed to be amber.

**Achievements since the last quarter**

**Records Management Facility (RMF) and Electronic Documents Record Management System (EDRMS)**

- Information Governance hand book approved & supported by board.
- Evaluated grades for staff at the facility.
- Publication of the EDRMS Information to Tender (ITT) documentation

**Information Governance Framework (IGF):**

- Agreement to use the Cabinet Office Information Assurance Materiality Model as framework
- Draft user guidance on the scanning policy complete,
- Work commenced on new sections of the retention guidance
- Initial consultation on Removable Media Policy completed and issued to key stakeholders
- Working group in City Development to support the pilot on paper records established
- Report considered by Corporate Governance Board on strengthening the governance arrangements across the organisation

**Business Intelligence (BI):**

- Sign off of IMGroup pieces of work: A technical strategy, A development plan/roadmap for the delivery of BI projects, A business requirements gathering approach, Delivery of a proof of concept.

**Challenges/Risks**

- Projects/programmes not delivered within agreed timescales – detrimental affect to other programmes
- Approved budget for Records Management Facility is based on estimated costs.
- Insufficient budget to complete procurement stage of EDRMS
- Identify appropriate pilots to realise sufficient efficiencies to fund implementation of EDRMS.
- Lack of buy-in or commitment within the Council to implement IGF procedures effectively
- Lack of requisite skills within workforce to contribute to implementation of IG into Directorates

**Improvement Priorities – IO 1a/d Improve our systems and processes to enable use to use our information effectively; develop arrangements to protect and share information in line with legislative and regulatory requirements**

**Accountable Officer – Lee Hemsworth**

- Development of IG policies/procedures not ready in time for key/major Council programmes & Projects
- Maintaining stakeholder expectations/engagement

<b><u>Council / Partnership Groups</u></b>			
<b><u>Approved by</u></b> ( <i>Accountable Officer</i> )	Lee Hemsworth	<b><u>Date</u></b>	30 April 2010
<b><u>Approved by</u></b> ( <i>Accountable Director</i> )	James Rogers	<b><u>Date</u></b>	10 <sup>th</sup> May 2010

**Improvement Priorities – IO 1a/d Improve our systems and processes to enable use to use our information effectively; develop arrangements to protect and share information in line with legislative and regulatory requirements**  
**Accountable Officer – Lee Hemsworth**

<b>Key actions for the next 6 months</b>					
<b>Work-stream</b>	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>	<b>Timescale</b>	
RMF	Develop and approve procedures for paper management	Key Contact Officers, Assistant Contact Officers, RM Facility Project Board	<ul style="list-style-type: none"> <li>Prepare procedures and guidance for preparing records for Facility</li> <li>Developing retention schedule.</li> </ul>	On-Going  June 2010	
EDRMS	Undertake tender evaluation	EDRMS Evaluation Team, BPR Team, Change Mgt Team, ICT	<ul style="list-style-type: none"> <li>Deadline for receipt of tenders</li> <li>Evaluation</li> <li>Supplier interviews</li> <li>Site visits</li> <li>Consultation &amp; approval</li> <li>Award &amp; sign off</li> </ul>	31 March 10 April 10 May 2010 June 2010 July 2010 August 2010	
IGF	To assist & co-ordinate with CORS to develop Information Governance capacity within directorates	BT Team CORS HR	<ul style="list-style-type: none"> <li>Agreement with each of the CORS identifying resource requirements</li> </ul>	May 2010	
IGF	Development of Information Policy and Procedures	BT Team	<ul style="list-style-type: none"> <li>Agreed retention schedule</li> <li>Remote working policy</li> <li>Removable media policy</li> <li>Information charter</li> <li>Protective Marking policy</li> </ul>	ALL June 2010	
IGF	Revised governance arrangements for information Governance	BT Team	<ul style="list-style-type: none"> <li>Agreed terms of reference</li> <li>Membership agreed</li> </ul>	April 2010 May 2010	
BI	Start working with services identified as priorities in BI development plan/roadmap.	Clare Walker BI Team	<ul style="list-style-type: none"> <li>To be determined by roadmap</li> </ul>	Ongoing	
BI	Phase 2 BI business case will be finalised & submitted to IO Board & ICT Commissioning for approval	Clare Walker BI Team	<ul style="list-style-type: none"> <li>Business case submitted and agreed by IO Board</li> </ul>	April 10	
BI	ITT will be issued to secure external support to deliver phase 2 of BI programme	Clare Walker BI Team	<ul style="list-style-type: none"> <li>External support secured</li> </ul>	May 10	
BI	Exploring options for bringing in-house the Neighbourhood Index Proof of Concept	Clare Walker BI Team	<ul style="list-style-type: none"> <li>Options identified and report issued to BI Project Board</li> </ul>	April 10	

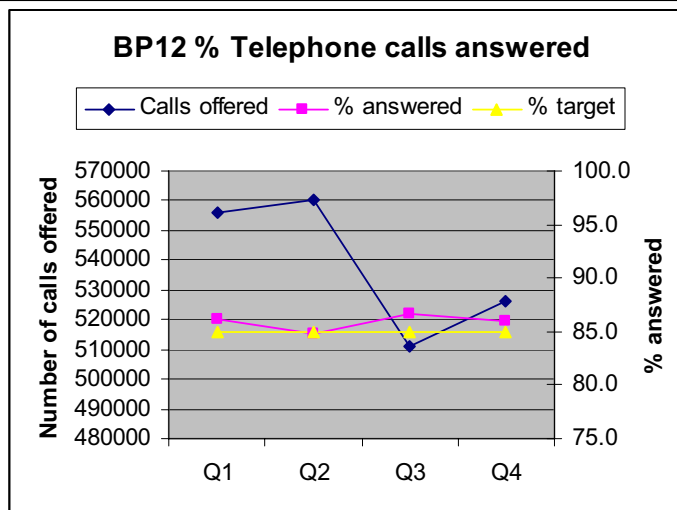
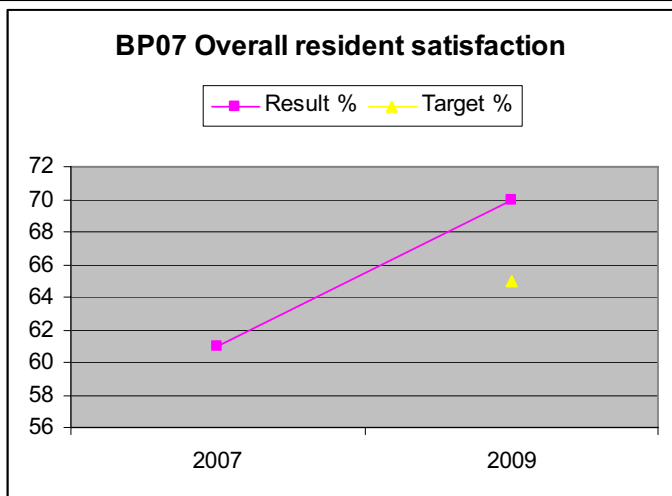
**Improvement Priorities – IO 1a/d Improve our systems and processes to enable use to use our information effectively; develop arrangements to protect and share information in line with legislative and regulatory requirements**  
**Accountable Officer – Lee Hemsworth**

<b>Performance Indicators</b>									
Performance indicators aligned to the Improvement Priority									
<b>Reference</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency &amp; Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2008/09 Result</b>	<b>2009/10 Target</b>	<b>Full Year Result</b>	<b>Data Quality</b>
BP-34	% staff understanding Council's approach to IKM	Business Transformation	18 monthly	Rise	This is due to be included as a question in the next staff survey in 2010/11 which will give a baseline figure in order to measure improvements going forward which will coincide with the roll out of key systems and process.				No Concerns with data
BP-36a	% key customer systems using corporate monitoring framework and defined metrics	Business Transformation	Annual %	Rise	43.8%	43.8%	55%	50%	No Concerns with data

<b>Overall Progress</b>


**Why is this a priority**

Through a better understanding of our customers, we will be able to provide better services and be a more customer focused organisation.



**Overall progress to date and outcomes achieved**

**Overall Summary**

Through its Customer Strategy Board, the council is developing a 'One Council' approach to Customer Relations, drawing together action plans and sub boards for Customer Service Excellence, Reducing Avoidable Contact, E-services/channel management and Customer Insight. This will develop a corporate approach, with a focus on reducing the level of avoidable contact to the council, which has benefits for customer satisfaction and efficiency.

In 2009-10 the council has made some good progress overall against these priorities as measured by the eight performance indicators on the page below. Four achieved their target, two improved on previous years' results, and two missed the target in exceptional circumstances. The impact of the economic downturn during 2009, the industrial action between September and December, and the bad weather between December and February has impacted adversely on the volume of contact and service standard performance year-end result.

- The volume of self service (online and interactive voice recognition by telephone) continues to improve significantly overall and exceed our stretch targets, as customers choose to access and book services themselves. Library item renewals and online/IVR bids for housing now exceed 100,000 per month.
- There has been an overall improvement in complaints response times from 72% in 2009/10 to 79%, although this is short of the target of 86%. For the first three quarters, the council was on track to achieve its target, but poor performance over a two month period in quarter four by one of our largest services brought down the overall council result.
- Performance on the handling of letters within stated standards has improved on last year, and achieved the 90% target for 2009/10. Email performance has fallen from 2009/10, largely because of increased demand in quarter three linked to the economic downturn.
- Telephone answer rates have fallen slightly from 2009/10 but remain above the target at 86%, even though some services such as Council Tax have experienced significantly increased levels of customer contact linked to the economic downturn.
- The percentage of contact which is of low or little value (NI 14) has fallen from 23.4% to 22.7% and is being monitored at service level via action plans. The council has also been putting plain English principles into practice across its communications and website, which will reduce the need for customers to call for unnecessary clarification.
- 2009 Residents' Survey showed an improvement in the proportion of citizens who are satisfied overall with the council, but at the same time showed a fall in the proportion of citizens who said they had made complaint in the previous 12 months and were happy with the way their complaint was handled. We are undertaking some more customer insight research and intelligence work to find out more about citizen expectations of council services and their propensity to complain.

## Improvement Area – IO-2 Improve customer involvement, choice and satisfaction

Accountable Officer – Paul Broughton

### Achievements since the last report

- Go live of several projects and developments improving choice and access for customers, e.g. online application for Blue Badge permits, IVR bidding by telephone for council properties, both January 2010, and new online public access Planning system, February 2010. Each of these projects has involved customer consultation and involvement to help design the new service.
- Opening of Garforth Library and One Stop Centre in March 2010, and opening dates agreed for two Joint Service Centres in Harehills (July 2010) and Chapeltown (Nov 2010), jointly provided between the council and NHS Leeds. These services will provide joined up public services around customer needs.
- Approval of Citycard business case at Executive Board in February 2010. Once developed, will be a major part of our Customer Insight approach to better target services.
- Agreement and initial plans to transfer School Admissions and Transport telephone contact to Customer Services during December 2010/January 2011.
- Progress on Changing the Workplace programme which will develop a City Office for the council in Leeds city centre.
- Service reviews and Business Process Re-engineering reviews under way in Streetscene, Environmental Health, Registrars, and Anti Social Behaviour.
- Progression of projects in Social Care to improve handling of initial contact, reduce volume of and improve quality of referrals to social care professionals. Other projects are under way to improve data quality and decision making.
- Completion of Customer Access opportunities for DECATS.
- Reduction of telephone listing in the various phone directories, making it easier for customers to know how to contact the council. About Leeds newspaper was named 'best newspaper' in the 2010 British Association of Communicators in Business awards and Mark Travis was named 'best editor'..
- Contingency planning for higher levels of customer contact for a combined local and general election.
- The council is expecting a positive Ombudsman letter for 2009-10, praising Leeds for as yet having no maladministration cases, and a fall in the number of cases going to local (financial) settlement.

### Challenges/Risks

**Challenge** –The council needs to develop its various action plans to more clearly identify and generate significant benefits from reducing/preventing avoidable contact by customers.

**Challenge** - Development of service improvement opportunities through the DECATS Customer Access opportunities.

**Challenge** – The council will develop a City Office which provides services which are right first time and gives an excellent customer experience. The challenge will be to emulate this approach in other locations and for other access channels.

**Challenge/Risk** – The council will use the new Citycard to develop and apply customer insight.

**Risk** - Senior Managers fail to engage with the customer-focused priorities in the Council Business Plan. This risk is being managed/mitigated through new sub boards and internal arrangements within Customer Services and escalation of issues from Customer Strategy Board to Corporate Leadership Team.

<b>Council / Partnership Groups</b>	Customer Strategy Board, Chief Officer Business Transformation, Head of Corporate Communications.		
<b>Approved by</b> (Accountable Officer)	Paul Broughton	<b>Date</b>	30/4/10
<b>Approved by</b> (Accountable Director)	James Rogers	<b>Date</b>	10/5/10

Improvement Area – IO-2 Improve customer involvement, choice and satisfaction

Accountable Officer – Paul Broughton

Key actions for the next 6 months

	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1.	<p><b>Increase choice so customers can access services in more convenient ways.</b></p>	<p>All CSB members and project leads, including E-Services/channels CSB sub board LIFT JSC Programme Board</p>	<p>1 Developments in customer self service for key services (Council tax balances, library book loans, blue badge permits, planning services) and wider improvements to the council website. 2 Harehills Joint Service Centre to open offering local access to council services face to face. 3 Decision on customer contact arrangements out of normal business hours.</p>	<p>1 Ongoing 2 July 2010 3 July 2010</p>
2.	<p><b>Improve our services based on customer feedback.</b></p>	<p>All CSB members and project leads, including</p> <ul style="list-style-type: none"> <li>• Intelligent Organisation Board</li> <li>• Environmental Services</li> <li>• Customer Insight CSB sub-board / PP&amp;I Research &amp; Intelligence group</li> </ul>	<p>1 Improved customer insight and intelligence linking citizen consultation and engagement research to customer preferences, profiles and life events. The work includes some analysis and focus group work on customer perceptions of value for money. 2 Rothwell food waste project to be evaluated for potential rollout across the city. 3 More in depth analysis and action plans on dissatisfied customers in Residents Survey 2009.</p>	<p>1 Ongoing 2 August 2010 3 Sept 2010</p>
3.	<p><b>Develop joined up and person centred services designed around the needs of our customers.</b></p>	<p>All CSB members and project leads, including</p> <ul style="list-style-type: none"> <li>• Reducing Avoidable Contact CSB sub-board / E-Services/channels CSB sub board</li> <li>• Adult and Children's Social Care project boards</li> <li>• Changing the Workplace board</li> </ul>	<p>1 Development of a Customer Focus Vision/Strategy. 2 Progress of Electronic Service Delivery, Housing ICT +, Council Tax/Benefits/change of address and allied programmes, and realisation of customer and financial benefits identified in business cases. Progress of data quality project to improve decision making. 3 Decision on the role of the council in providing Leeds City Credit Union services from One Stop Centres to continue to provide credit services to vulnerable customers. 4 Progress of end to end process reviews for Adult and Children's social care to provide more joined up working with Customer Services. 5 Progress of Changing the Workplace / City Office programme.</p>	<p>1 Ongoing 2 Ongoing 3 Ongoing 4 Ongoing 5 Ongoing</p>
4.	<p><b>Manage customer expectations and deliver on our promises.</b></p>	<p>All CSB members and project leads</p> <ul style="list-style-type: none"> <li>• Customer Service Excellence sub-board</li> <li>• CLT/DECATS board(s)</li> </ul>	<p>1 Development of clear business cases for reducing avoidable contact, and linking them to other insight and data to improve end to end service design. 2 DECATS Customer Access opportunities.</p>	<p>1 July 2010 2 Timescales to be developed</p>

**Improvement Area – IO-2 Improve customer involvement, choice and satisfaction**  
**Accountable Officer – Paul Broughton**

<b>Performance Indicators</b>									
Performance indicators aligned to the Improvement Priority									
<b>Ref.</b>	<b>Title</b>	<b>Owner</b>	<b>Frequency &amp; Measure</b>	<b>Rise or Fall</b>	<b>Baseline</b>	<b>2008/09 Result</b>	<b>2009/10 Target</b>	<b>Full Year Result</b>	<b>Data Quality</b>
BP-07	Overall Resident Satisfaction	Customer Services	Bi-annual %	Rise	61%	No survey	65%	70%	No Concerns with data
BP-08	Volume transactions through customer self service	Customer Services	Quarterly Number	Rise	467,054	1,058,555	1,250,000	1,647,049	No Concerns with data
BP-09	% of complaints to the council that receive a substantive response within the relevant timescale.	Customer Services	Quarterly %	Rise	69%	72%	86%	79%	Some concerns with data
BP-10	% of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	N/A	85%	90%	90%	No Concerns with data
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%	88%	No Concerns with data
BP-12	% of telephone calls answered as a proportion of calls offered	Customer Services	Quarterly %	Rise	78%	87%	85%	86%	No Concerns with data
BP-13	% of those making a complaint who are satisfied with the handling of their complaint	Customer Services	Bi-annual %	Rise	62%	No survey	85%	37%	No Concerns with data
NI 14	Reducing Avoidable contact (i.e. customer contact which is of low or no value to the customer)	Customer Services	Annual %	Fall	N/A	23.4% (Baseline)	No target	22.7%	No Concerns with data



## Improvement Area – The Council’s Financial Plan underpins and aligns with the organisations priorities

Improvement Priorities – Vfm 1 Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

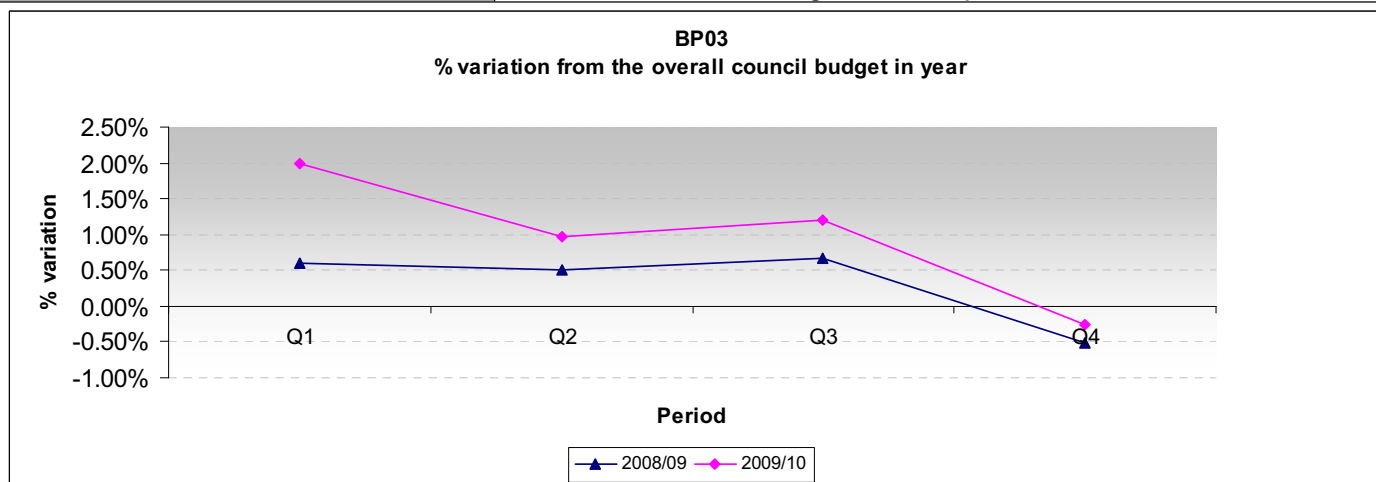
Overall Progress



Accountable Officer – Doug Meeson

### Why is this a priority

Sound and robust financial monitoring and planning are key to maintaining not just the current and future financial health of the Council, but also are crucial to ensuring that the resources of the Council are aligned to its priorities.



### Overall progress to date and outcomes achieved

#### Overall Summary

The improvement priority will in reality be delivered through in year monitoring and the annual budget process which cumulates in the budget report to Council in February each year. Council in February 2010 agreed its 2010/11 budget which includes additional provision for key priorities and existing and emerging service pressures. Overall, efficiencies of over £22m are included in the 2010/11 budget. The financial position for 2009/10 has proved difficult throughout the year and figures are still being finalised. Currently against approved budgets in 2009/10 a £3.2m overspend is identified, but this does mean that reserves will be £0.9m higher than the minimum reserves position of £12m upon which the Council’s 2009/10 budget was set.

Given the changed financial environment facing all of the public sector, work has now commenced on reviewing and updating the Council’s Medium Term Financial Plan as part of the review of the Council’s Business Plan.

#### Achievements since the last report

A full report on the financial position for 2009/10 at the third quarter was considered by the Executive Board on the 12<sup>th</sup> February 2010. The report identified a number of pressures, many of which impacted on the 2008/09 outturn particularly affecting income and demand led budgets. At the first quarter it was reported that an overspend of £10.9m was projected. Whilst directorates have developed and implemented a number of action plans nevertheless an overall overspend is still projected which at the half year position was reported at £5.5m, but at the third quarter this had increased to £6.7m. The final year end position is still subject to finalisation and to audit and although will be an overspend, it should be possible to maintain reserves at above the minimum level.

#### Challenges/Risks

- A full budget risk register is maintained, which forms the basis for the Council’s risk based reserves strategy. The register is subject to quarterly review. The register identifies a variety of risks, but many of them do relate to in year demand and income variations, and the potential delay in the delivery of budgeted actions.

**Improvement Area – The Council’s Financial Plan underpins and aligns with the organisations priorities**

Improvement Priorities – Vfm 1 Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

**Accountable Officer – Doug Meeson**

- In addition, directorates are required to develop and deliver actions for in year forecast budget overspends, and these action plans are subject to monthly review as part of the normal budget monitoring arrangements which operate at both directorate and corporate levels.
- Looking beyond 2010/11, there is a high degree of uncertainty in that the Comprehensive Spending Review which should indicate public spending parameters for the three year period 2011/12 to 2013/14 has been delayed. However, all commentators agree that the state of the public finances is a matter of great concern, and that there will be a need for significant reductions at sometime in the near future. Whilst we cannot be certain as to how this national position will translate down to local government and the City Council, it is clear that we cannot be immune from its effects.

<b><u>Council / Partnership Groups</u></b>	N/A.		
<b><u>Approved by</u></b> <i>(Accountable Officer)</i>	Doug Meeson	<b><u>Date</u></b>	20 <sup>th</sup> May 2010
<b><u>Approved by</u></b> <i>(Accountable Director)</i>	Alan Gay	<b><u>Date</u></b>	12 <sup>th</sup> May 2010

### Improvement Area – The Council's Financial Plan underpins and aligns with the organisations priorities

Improvement Priorities – Vfm 1 Deliver our 5 year financial strategy to align resources to strategic priorities; embed sustainability in our resource management processes and consider additional sources of funding to support our priorities.

#### Accountable Officer – Doug Meeson

Key actions for the next 6 months					
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale	
1	Continue to monitor current year spending, and work with directorates to identify actions to restrain spending in order to balance the current years budget overall.	Directors, CORS, Heads of Finance	Monthly reporting to management and quarterly reporting to Executive Board.	On-going	
2	Preparation of new medium term financial plan in progress to take account of the new financial environment.	Directors, CORS, Heads of Finance	Currently high level projections are being developed with CLT involvement commencing early June 2010	Autumn 2010	
3	Review of reserves policy and options	Directors, CORS, Heads of Finance	In line with development of medium term financial plan	Autumn 2010	

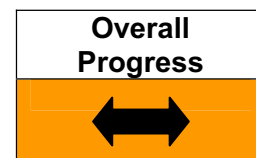
#### Performance Indicators

Performance indicators aligned to the Improvement Priority

TD Ref	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	Full Year Result	Data Quality
BP-02	% resource reprioritisation achieved compared to that planned in medium term financial plan	Finance	Annually %	Rise	N/A	N/A	100%	99%	No Concerns
BP-03	% variation from overall council budget in year	Finance	Quarterly %	Fall	0%	-0.52%	0%	-0.25% (-£0.9m) subject to finalisation and audit	No Concerns
BP-05a	% income collected from Council Tax	Revenues and Benefits	Monthly %	Rise	96.41%	96.3%	96.40%	96.53%	No Concerns
BP-05b	% income collected from NDR	Revenues and Benefits	Monthly %	Rise	98.72%	97.64%	97.5%	97.72%	No Concerns
BP-05c	% income collected from housing rents	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50	96.93%	No Concerns
BP-05d	% income collected from sundry debtors	Revenues and Benefits	Monthly %	Rise	97.00%	96.8%	96.80%	95.60%	No Concerns
BP-04ai	Use of Resources Score for Planning for Financial Health	Finance	Annually Number 1-4	Rise	3	3	3	3 (2009 score)	No Concerns
BP-04aiii	Use of Resources Score for Financial Reporting	Finance	Annually Number 1-4	Rise	3	3	3	3 (2009 score)	No Concerns

This page is intentionally left blank

**Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation**



Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

**Accountable Officer – Lorraine Hallam**

**Why is this a priority**

LCC delivers a wide range of services which contribute to business plan outcomes. Underpinning this is the performance of the staff we employ and how they are managed. As a large complex organisation, we need to plan this. Successful delivery of services to people in Leeds also needs to be undertaken by a workforce that is inclusive and reflects diversity across different communities and groups. These themes are now reflected in the Use of Resources assessment and our progress and impact will be inspected regarding workforce matters in summer 2010.

**Overall progress to date and outcomes achieved : 01 April 09 – 31 March 10**

**Overall Summary**

Although work and focus continues in this improvement area the overall rating has deteriorated. Whilst sickness absence per full time equivalent at 11.07 days at the end of quarter 4 is marginally above the target it represents a significant improvement on the 08/09 figure of 11.63 days per fte. Also the impact of the recessionary economy continues to hinder our efforts to achieve some of our equality & diversity targets evidenced by a decrease in staff turnover and a virtual recruitment freeze in order to achieve budget targets. Conversely the Staff Survey had some significant improvements in a number of areas with particular improvements in 3 out of 4 Business Plan targets. Other improvements have taken place in health, safety and wellbeing.

**Achievements since the last report**

**Workforce Planning:**

The Council's Workforce Plan has now been in place since quarter 2 and we have used this to provide evidence against the Comprehensive Area Assessment (CAA). Initial feedback is positive. The workforce plan for 2010/11 is being prepared now based on known changes set out in Service Plans and the Financial Plan. The Chief Executive appointment is now complete and finalised. The implementation of the Agency Contract is progressing well and is on track to 'Go Live' by end of May 2010.

**Budget Action Plan:**

Following the creation of the Redeployment Board in April 2009, the At Risk Team has successfully matched 45 redeployees out of 89 on the register. In addition 21 redeployees have started trial periods and 8 are in temporary appointments. Following the redeployees matching exercise, 104 out of 141 identified posts were successfully matched to Apprentices.

**Safety, Wellbeing and Attendance:**

Sickness absence levels continued to decrease, however the target for 2009/10 was marginally exceeded. Throughout the year we predicted a lower result but March 2010 has had slightly more sickness than average (0.98 days per FTE, compared to 0.90 in 2008/09 and 0.86 in 2007/08). The final year results will now be taken into account for the seasonal projections for the following year. The Swine-flu pandemic did not impact on the Council as significantly as we had planned for. The total number of Swine-flu related absences recorded was 1,023 with 5904 working days lost.

Improvements have been made to the H&S management system and new performance standards have been implemented for managing asbestos, hazard reporting, occupational road risk and contractors. The Council's "in-house" Occupational Health Service continues to perform well. Although the number of referrals is lower than expected, this work continues to encourage managers to make timely referrals.

An Employee Wellbeing Board has been established, which is responsible for the development of a health and wellbeing framework in the form of an overarching LCC Employee Wellbeing Strategy.

**Pay, Reward and Recognition:**

Options for the equal pay model (at phase 2) are still being considered. Timescales for completion for 2009/10 were revisited and the projected completion date is quarter 3 2010/11.

**Changing the Workplace**

The New Ways of Working pilot in City Development continues to provide useful feedback on the benefits to be gained from the Changing the Workplace initiative. The 3 month interim evaluation confirmed significant

**Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation**

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

**Accountable Officer – Lorraine Hallam**

individual and business benefits are to be gained by changing the way people work. This learning will be applied to the Adult Social Care pilot which commences in May 2010 and will influence the development of the remote working policy which is currently being drafted jointly by HR, Information Knowledge and Management and IT.

**Safeguarding:**

Work within the Safeguarding project is progressing well in light of inspection requirements and in preparation for the introduction of the Independent Safeguarding Authority (scheduled August 2010). System improvements have been made to the recording of Criminal Record Bureau checks on the SAP system. This ensures all relevant posts (new and existing) within the Children’s’ and Adult Social Care directorates have been checked and a renewal process established. The Adult Social Care directorate has delivered Safeguarding training to approx 2,456 staff.

**Learning and Development:**

Based on the mapping exercise undertaken during quarter 3 a series of training modules to support the Leadership & Management Standards have now been established. To date approximately 23 courses have been delivered and 186 staff have attended. The Council wide appraisal process continues to be improved with emphasis on the achievement of objectives and outputs. This work supports the changing the workplace and culture change programmes. A base line figure for measuring the awareness of the aspirational culture within the 2009 staff survey has been established (47.3% of respondents have awareness). Procurement activity is underway to supply a range of comprehensive skills training for both staff and managers.

Staff survey results were received in January 2010. This showed improvements in the % of staff who felt valued as an employee, who felt they were contributing to the overall direction of the Organisation and staff who feel that the Council communicates well with them. Other comparator results are positive showing 81.3% of employees feel proud to work for the Council compared to 75.1% in 2007 and 83.2% would recommend the Council as an employee compared to 74.3% in 2007. Although the overall results are positive attention is being paid to appraisal completion rates. Work is underway to simplify and streamline the appraisal process and documentation across the Council.

**Equality and Diversity:**

A framework contract has been awarded for the delivery of equality and diversity training. Implementation of the training plan will commence in June 1<sup>st</sup> 2010. The HR actions within the Council’s Equality and Diversity Strategy 2008-11 are on track to be delivered within timescales; this includes Equality Impact Assessments on all the key policies. Equality impact assessments are embedded as part of the decision making process taken to reduce our workforce. Pressures to reduce headcount and low turnover does have effect on the achievement of all workforce targets including equality. However, the equality employment project is undertaking a number of initiatives to retain staff from diverse backgrounds. See action plan for further detail.

**Challenges/Risks**

- Impact of the current economic climate.
- Supporting additional changes and transformation - DECATS & Changing the Work Place
- Supporting Service improvement in Children’s’ and Adult Services.
- The pay challenge.
- Equality and Sickness targets set for 2010/11

<b>Council / Partnership Groups</b>	Resources and Performance Board, HR Leadership team, CORS		
<b>Approved by</b> ( <i>Accountable Officer</i> )	Lorraine Hallam	<b>Date</b>	04 <sup>th</sup> May 2010
<b>Approved by</b> ( <i>Accountable Director</i> )	Alan Gay	<b>Date</b>	12 <sup>th</sup> May 2010

**Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation**

Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

**Accountable Officer – Lorraine Hallam**

<b>Key actions for the next 6 months</b>			
	<b>Action (Desired Achievements)</b>	<b>Contributory Officer / Partner</b>	<b>Milestone / Actions</b>
<b>Workforce Planning</b>			
1.	Review impact of UOR assessment. Complete full workforce plan for 2010/11	Alex Watson	- draft plan - final plan - final plan sign off
<b>Budget Action Plan</b>			
2.	Review arrangements to reduce numbers of staff in line with budget.	Alex Watson	- review impact of specialist teams to manage changes with surplus staff
<b>Safety, Wellbeing and Attendance</b>			
3.	Maintain improving attendance Review impact of Fit Notes Ongoing development of the Wellbeing Strategy Determine options for specialist Attendance Management Team	Richard Moss-Blundell	- Wellbeing strategies developed - Challenge meetings undertaken to retain focus on manager's role in attendance
<b>Pay, Reward and Recognition</b>			
4.	Hold Corporate Recognition Event Develop option appraisal on Phase 2 Pay & Grading Remote workers policy currently being developed	Alex Watson Daniel Hartley Jacqui Green	- Event to be scheduled
<b>Learning and Development</b>			
5.	Develop staff survey actions plans Develop Organisational Development core offer Improvements made to appraisal framework	Organisational Development team	- Action plan developed - Mapping exercise to be completed
<b>Equality and Diversity</b>			
6.	Equality action plans	Gavin O'Brien	- Implement an equalities good practice toolkit for managers - Review data and targets - Introduce challenge sessions in Directorates - actions to support disability equality employment strategy - actions to support Stonewall WEI
			June 10 May 10 June 10 From Oct 09 May 10

**Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation**




Improvement Priorities: VP-1a/b, 2a, 4a We have the right staff, in the right place with the right skills at the right time; improve leadership at all levels including officers and members; empower support and develop our staff and members by embedding core skills and behaviours with performance based appraisals; and ensure colleagues reflect the diversity of our communities.

**Accountable Officer – Lorraine Hallam**





<b>Performance Indicators</b>										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2008/09 Result	2009/10 Target	Full Year Result	Data Quality	
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18	11.63	11.00	11.07	No Concerns	
BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Maintain	8.90%	9.13%	9.00%	6.81%	No Concerns	
BP-19	% staff who feel valued	HR	Bi-annually	Rise	61%	N/A	63%	67.8%	No Concerns	
BP-20	% staff who have had an appraisal	HR	Bi-annually	Rise	70%	N/A	72%	67.7%	No Concerns	
BP-21	% staff who feel they contribute to the directions of the organisation	HR	Bi-annually	Rise	70%	N/A	74%	72.2%	No Concerns	
BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.10%	8.50%	8.12%	No Concerns	
BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.89%	4.00%	3.75%	No Concerns	
BP-25a	% of top earners who are women	HR	Quarterly %	Rise	36.83%	38.96%	40.00%	40.11%	No Concerns	
BP-25b	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.78%	6.50%	5.85%	No Concerns	
BP-25c	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.20%	4.40%	3.16%	No Concerns	
BP-26	Maintain Investors in People accreditation	HR	Every 3 years Yes/No	N/A	Yes	Yes	Yes	Full accreditation (Confirmed result)	No Concerns	



Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
1	Business Plan/Leeds Strategic Plan Government Agreed	NI 185	CO2 reduction from local authority operations	Sustainable Development	Quarterly %	Rise	141, 699 tonnes CO2	N/A	2.1%	3.6% 136,563 tonnes CO2		No Concerns with data
<p>Excellent progress has been made and emissions reduced by 3.6% between 2008-09 and 2009-10, an overachievement of almost 50% against the target reduction of 2.1%. Reductions were achieved in 3 of the 4 quarters and most sectors achieved reductions over the year, with the exception of Street Lighting. Considering the performance in the 5 key areas, the reduction in carbon emissions consisted of a 4.7% reduction from Buildings; 6.2% from Business Travel; 5.6% from Fleet; and 2.3% from Outsourced Fleet. Street Lighting emissions increased by 2.3% due to the PFI programme, which focussed initially in the more rural areas resulting in additional lighting columns being installed to achieve prescribed light standards. This trend will be reversed as more urban areas are reached.</p> <p>Fleet vehicles and business travel achieved significant reductions due to excellent energy efficiency and staff engagement initiatives. The consistent trend in reducing building emissions is encouraging as this forms over 60% of total emissions and is due to a combination of building disposal, more efficient new buildings, energy efficiency improvements and staff awareness. The NI185 Action Plan will continue to focus 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	20		No Concerns with data
<p>BP-30 is based on information provided by the quarterly 'LCC Programme and Project Survey'. The Council's policy on project management requires compliance with the corporate approach to project management , 'Delivering Successful Change' and independent project assurance for all 'major' projects. Among other reasons, a 'lighter touch' approach to assurance has contributed to the increase in the number of projects not receiving assurance at quarter 4.</p> <p>In 2010/11 Project Assurance Unit will report non-compliance with the corporate methodology to the Corporate Governance Board.</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	0		No Concerns with data
4	Business Plan	BP-02	% resource re-prioritisation achieved compared to that planned in the medium term Financial Plan	Finance	Annually %	Rise	N/A	N/A	100%	99%	N/A	No Concerns with data
<p>The 2009/10 budget reflects 99% realignment when compared to the 2009/10 Medium Term Plan</p>												

Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
5	Business Plan	BP-03	% variation from the overall council budget in year	Finance	Quarterly %	Fall	-0.52%	-0.52%	0%	-0.25% (£0.9 m underspend)		No Concerns with data
										<p>Based on 4th quarter monitoring the forecast is an overspend of £3.2m (0.57% of budget). The economic slowdown continues to have a significant impact on a number of external income sources. Within the City Development directorate, the projected shortfall on key income sources is £4.7m. This is partially offset by £1m of highways expenditure which is more appropriately charged to capital and £1m savings on operational budgets. Income from Section 278 (Roads and Street Works Act) is projected at £2.5m less than budget. Overall staffing budgets are projected to balance (after accounting for the switch to the use of agency staff during the refuse dispute) although £2.9m is included for the Early Leavers Initiative. The cost of looked after children is projected as an additional pressure of £5.5m, partly offset by savings in the Early Years service of £3.0m. Within Adult Social Care community care packages are £8.3m over budget. Within Central and Corporate an under spend of £4.9m is projected. This is primarily due to staffing savings across the directorate of £1.3m, a revision in the provision for doubtful debt in housing benefits of £1.57m and over £2m saving on overpayments.</p> <p>Corporate savings of £11.0m have been identified, primarily from debt savings of £5.5m, a freeze on further contingency fund releases of £750k and £5.0m from further capitalisation and the use of earmarked reserves. A detailed financial health report for the year will be presented to Exec Board on the 16th June. Currently against approved budgets whilst a £3.2m overspend is identified, this does mean that reserves will be £0.9m higher than the minimum reserves position of £12m upon which the council's 2009/10 budget was set.</p>		
6	Business Plan	NI 179	% of cash releasing efficiency savings made (cumulative total over next three years)	Finance	6 Monthly £m	Rise	£28.759m	£24.545m	£58.476m	Result not currently available	N/A	No Concerns with data
										Result not available until end of June 2010 - verbal update of the result will be provided at the Scrutiny Board		
Page 70	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	11.07 Days		No Concerns with data
										<p>The Council narrowly missed its 2009/10 BP17 target of 11 days per FTE – finishing the year at a level of 11.07 days. March saw a higher than anticipated number of days lost across the Council rather than in small number of services, which coupled with a 5-week reporting period pushed the figure slightly over the target level.</p> <p>The last 2 years have seen the sickness absence levels drop from 12.18 days in 2007/8 to 11.63 days in 2008/9 and the 2009/10 outturn of 11.07 days – a reduction of over one full day in the 2-year period. For an organisation the size of Leeds City Council this is a significant achievement and brings a total saving of over £2M over the period.</p>		
8	Business Plan	BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Static	8.90%	9.13%	9.00%	6.81%		No Concerns with data
										<p>The percentage of leavers at quarter 4 is 6.81% . The overall target was not met. A difference of -2.19%. However the overall number of voluntary leavers has steadily increased since quarter 1 2009/10 (Q1-266, Q2-586, Q3-915 and 1169 at Q4). The cycle of the recessionary economy has clearly impacted on employees behaviours regarding employment. The Early Leavers Initiative has contributed 285 in total throughout the year.</p>		
9	Business Plan	BP-19	Increase % staff who feel valued as an employee	HR	Annually %	Rise	61%	No Survey	67%	68%		No Concerns with data
										<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>		

Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
10	Business Plan	BP-20	% staff who have had an appraisal	HR	Annually %	Rise	70%	No Survey	72%	68%	↓	No Concerns with data
<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>												
11	Business Plan	BP-21	Increase % staff who feel they are involved in contribution to the direction of the organisation	HR	Annually %	Rise	70%	No Survey	74%	72%	↑	No Concerns with data
<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%. In addition the One Council Steering Group (OCSG) will be considering areas of shortfall in the Staff Survey and links to Management and Supervision and Aspirational Culture.</p>												
Page 71	Business Plan	BP-22	% of staff who feel that the council communicates well with them	Human Resources	Survey %	Rise	59%	No Survey	64%	68%	↑	No Concerns with data
	<p>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 targeted to services who are below the Council's result of 67.5%</p>											
13	Business Plan	BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.12%	8.50%	8.12%	↔	No Concerns with data
<p>The quarter 4 position represents a slight increase in BME representation from quarter 3 (14) and brings the council to slightly above the year end prediction. However the council continues to experience low turnover and recruitment due to the ongoing economic climate. The 2009/10 result of 8.12% reflects a slight improvement on last years result of 8.07%, however this is below the target for 09/10 of 8.5%. Overall numbers of BME staff have fallen by 30 staff since quarter 1 2009/10 although this has been offset by an overall net reduction in the council's employee headcount of 554.</p> <p>Entry routes to employment with the Council have been significantly affected by the current economic climate and its associated impact on local government, and this has resulted in reduced turnover and minimal opportunities for external recruitment. HR have established a dedicated At Risk Team which considers the filling of upcoming vacancies throughout the City Council. The team are currently reviewing entry routes into employment within the Council with a view to creating a specialist unit to deal with pathways into employment such as apprenticeships, placements, trainees (such as PATH) and positive action via the future jobs fund. The unit will also be the link with internal and external partners to provide a central hub for potential employees of the Council.</p>												

Central and Corporate Services Performance Indicator Report Year End 2009/10




	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
14	Business Plan	BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.89%	4.00%	3.75%	↓	No Concerns with data
<p>The quarter 4 position reflects the ongoing reduction (21 from quarter 3) in the numbers of disabled staff throughout 2009/10 (58 since quarter 1). Actions to support improvement continue, however difficulties continue to be experienced as a consequence of recruitment restrictions. The 2009/10 result of 3.75% reflects an overall reduction from last years result of 3.89% and below the target for 09/10 of 4.0%. The number of employees who class themselves as being disabled has fallen by 58 during 2009/10 (8.7% of the net reduction in the Councils' headcount for BP24). However the 2009 Staff Survey highlighted a disabled employee response rate of 10.5% and this would confirm that further work needs to be undertaken during 2010/11 to obtain an accurate representational figure of the Council's disabled employee profile. During the year HR have established an Equalities in Employment Project Team to examine specific equalities related work streams, and part of this project involves a greater HR involvement in interacting with Disability Employment Groups and the development of a training programme via Pathways for disabled trainees in 2010/11. Entry routes into employment are also being developed during 2010/11 via the HR At Risk Team.</p>												
15	Business Plan	BP-25A	% of top earners who are women	HR	Quarterly %	Rise	36.83%	38.96%	40.00%	40.11%	↑	No Concerns with data
<p>The quarter 4 position once again represents a further slight increase (2) compared to quarter 3 and brings the group on target for 2009/10 - although an overall reduction in the group (5) has been noted for the 2009/10 year. The 2009/10 result of 40.11% reflects an overall increase from last years result of 38.96% and marginally above the target for 09/10 of 40%. Whilst the overall numbers of employees in this group has fallen during 2009/10 (by 5 since quarter 1) there has also been a net drop in all employees within the top 5% earners bracket.</p>												
16 Page 72	Business Plan	BP-25B	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.78%	6.50%	5.85%	↑	No Concerns with data
	<p>The quarter 4 position reflects an increase of 1 fe, bringing the total back to the same level experienced at quarter 1 (39 fe's). Problems with limited opportunities continue to impact on the councils ability to make gains in this area. The 2009/10 result of 5.85% reflects an overall increase from last years result of 5.78% but below the target for 09/10 of 6.5%. Numbers throughout 2009/10 have remained static with quarter 1 and quarter 4 maintaining a net headcount of 39. There were 3 leavers in the category during the year (of which 2 were as a consequence of retirement/severance) with no obvious directorate based trends being noted. As with other indicators problems continue to be experienced with low turnover and limited recruitment opportunities.</p>											
17	Business Plan	BP-25C	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	4.20%	4.40%	3.16%	↓	No Concerns with data
<p>The quarter 4 position reflects on the ongoing reduction in disabled staff in this group (1) from quarter 3, however the overall rate of reduction appears to have declined throughout the year (quarter 1 to 2 - 3.6, quarter 2 to 3 - 3.4). Limited opportunities continue to be experienced at this level. The 2009/10 result of 3.16% reflects an overall decrease from last years result of 4.20% and below the target for 09/10 of 4.4%. 2009/10 has seen a net reduction of 8.1 disabled employees in this category, compared with a net reduction in the overall BP25c denominator group of 42.4 employees from quarter 1. There were 10 disabled leavers during the year with 7 leaving for retirement, VER, and severance reasons. The leavers were widespread across all directorates with no obvious trends being noted. In general problems exist with reduced turnover and minimal opportunities for internal progression and external recruitment.</p>												
18	Business Plan	BP-26	Level of IIP accreditation across whole organisation	HR	Every 3 years Yes/No	N/A	Yes	Yes	Yes	Full Accreditation	↔	No Concerns with data
<p>The Council including Education Leeds attained full accreditation of the Investors in People Standard in May 2009. Accreditation of the standard lasts for three years. Changes made to the standard means that the Council can in the future be recognised for achievements beyond the current standard. The IIP Steering Group will be recommend to CLT which increased level of recognition the Council should aim for.</p>												

Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
19	Business Plan	BP-05A	% income collected by authority through % Council Tax collected in year	Revenues and Benefits	Monthly %	Rise	96.3%	96.3%	96.4%	96.5%	↑	No Concerns with data
Collection performance is up on last year which is due to an increased level of Council Tax Benefit, increased Direct Debit and more targeted recovery action. 96.53% represents the highest ever Council Tax collection rate in Leeds.												
20	Business Plan	BP-05B	% income collected by authority through % non-domestic rates collected in year	Revenues and Benefits	Monthly %	Rise	97.7%	97.7%	97.5%	97.7%	↔	No Concerns with data
Figure reported after taking into account amounts deferred to 2010/11 and 2011/12 under government scheme. Small improvement possibly due to reduced level of rates payable for empty properties more than offsetting continued impact of recession.												
21	Council Business Plan	BP-05C	Rent collected by the local authority as a proportion of rents owed on Housing Revenue Account (HRA)	Housing Management	Monthly %	Rise	96.53%	96.62%	97.50%	96.93%	↑	Checklist completed, no
Whilst the Business Plan target was to achieve 97.5% of rent owed, subsequent to last year's outturn, Strategic Landlord and the ALMOs agreed to work to a target of 96.99% for the 2009/10 year. The city-wide result shows that the revised target was missed by just 0.06% (equivalent to approx £112K). Although only one ALMO managed to achieve the revised target it is felt the ALMOs have performed quite well considering the present economic climate.												
22	Business Plan	BP-05D	% income collected by authority through % sundry debtors income collected within 30 days of invoice issued	Revenues and Benefits	Monthly %	Rise	96.8%	96.8%	96.8%	95.6%	↓	No Concerns with data
Final year end position would have been 96.9% (and improved performance on last year) except for large value invoice from Leeds PCT (over £1.5m) where invoice was in dispute , payment of this account received on 8th April (just 3 working days after 31st March 2010)												
23	Business Plan	BP-01	Maintain our externally verified Eco Management Audit System Accreditation	Sustainable Development	6 Monthly Yes/No	Yes	Yes	Yes	Yes	Yes	↔	No Concerns with data
The most recent external audit report stated "It is confirmed that no Non-conformances were raised this time, however a number of Observations accompany this Report and due regard should be paid to their content in order to prevent their deterioration into Non-conformances. Leeds City Council was able to demonstrate its continuing commitment towards Environmental improvement and CONTINUATION OF CERTIFICATION CAN BE RECOMMENDED."												
24	National Indicator	NI 180	The number of changes of circumstances which affect customers HB/CTB entitlement within the year.	Revenues and Benefits	Monthly Numerical	Rise	1,426	1,426	1,470	3,155	↑	No Concerns with data
Target Exceeded – Indicator now dropped from national indicator set with effect from April 2010.												
25	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	11.59 Days	↑	No Concerns with data
Annual target met. The combined figure for speed of processing new claims and changes improved from 12.43 days in Q3 to 7.64 days in Q4. This was achieved by securing additional resources to help with the claims received due to the recession.												

Page 7/8

Central and Corporate Services Performance Indicator Report Year End 2009/10





	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
26	Local Indicator	BSC-8	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%	94.00%	88.17%		No Concerns with data
<p>The result for this indicator (88.17%), whilst below our 2009/10 target, has improved by 4.67% compared to our 2008/9 result of 83.5%. Overall 94% of invoices were paid within 40 days and 100% of small suppliers paid within 20 days. The work supporting an increase in the use of Procurement cards (the council's preferred method of payment) saw spend by this method increase to £4.47million; a 53% increase compared to our 2008/9 spend (year end result £3.1million). Further work identifying how we can increase the use of procurement cards will take place over the next year which should enable improvements in the council's performance in this indicator.</p>												
27	Business Plan	BP-04	Use of Resources Score	PP&I/Financial Management	Annually Number	Rise	3 (Old framework)	4 (Old framework)	3 (New framework)	3 (New framework)	Unable to compare as assessmnt criteria changed	No Concerns with data
<p>Extract from KPMG Report on Use of Resources 2009:</p> <p>"The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources and regularly reviewing their adequacy and effectiveness. We are required to conclude whether the Council has adequate arrangements in place to ensure effective use of its resources. This assessment draws on the findings from the new use of resources assessment framework introduced by the Audit Commission.</p> <p>This assessment is a harder test than the previous assessment and is focused on outcomes for local people rather than processes. It is not sufficient for bodies to put in place well designed processes. They must be able to demonstrate the impact that those processes have made in relation to value for money and outcomes for local people. As a consequence it is not possible to make direct comparisons with the previous year's assessment. The new framework assesses local authorities against three themes: managing finances, governing the business and managing resources. We have assessed the Council as level 3 overall which means the Council is performing well."</p>												
28	Business Plan	BP-07	Overall Resident Satisfaction levels	Customer Services	Survey %	Rise	61% (2007 survey)	No survey	65%	70%		No Concerns with data
<p>This measure is drawn from the answers to question 11 of the 2009 Resident's Survey. It reports the survey respondents answer to the question "Taking everything into account, how satisfied or dissatisfied are you with the way Leeds City Council runs things". The 2009 result of 70% of respondents satisfied or very satisfied is 9% higher than the 2007 result of 61%.</p>												
29	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	1,652,591		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 Q4 result of 151,145 is lower than previous quarters, however it does not include the quarterly return from libraries which is normally more than 300,000 transactions. The year end result of 1,652,591 is higher than the target of 1,400,000, and shows an increase in the number of council services offering self service, and the propensity for customers to use these methods to do business with the council.</p>												



Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
30	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%	79%	↑	Some concerns with data
<p>The council has performed well during 2009/10 and was on target to possibly achieve the corporate standard of 86% based on the first 3 quarters of the year (Q1=87%, Q2=87%, Q3=92%, however these figures excluded all Social Care cases. Year to date figures have now been received from Social Care and have been incorporated in the annual figure for the council. Regrettably the Social Care performance is of concern with a YTD figure of 64% for Adult Social Care and 54% for Children's Services. This coupled with the poor performance by Environmental Services in Q4(40%) and poor overall performance by Corporate Governance (65% YTD) and BITMO(52% YTD) has had a detrimental effect on the overall performance of the council with a year end performance rate of 79%.</p> <p>Although overall performance for 2009/10 falls short of the required standard, there is an overall improvement in performance against last year where performance for 2008/09 was reported as 72%.</p>												
31	Business Plan	BP-10	Percentage of letters from the public that receive a substantive response within 10 working days	Customer Services	Quarterly %	Rise	85%	85%	90%	90%	↑	No Concerns with data
<p>This measure is drawn from quarterly returns by services on their response times to written correspondence. The year end result of 90% of just over almost 18,000 letters receiving a reply within 10 working days is higher than 2008/09, and exactly hits the council target.</p> <p>The services reporting the largest volumes of written correspondence are Entertainment Licensing (5,097), Council Tax (4,348), Business Rates (2,233), Highways (1,502) and Planning (1,763). All but Highways achieved the target of answering 90% within timescales. Streetscene (46%), Taxi &amp; Private Hire Licensing (66%) and Adult Social Care (80%) did not achieve the target. These concerns will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p>												
32	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		93%	95%	88%	↓	No Concerns with data
<p>This measure is drawn from quarterly returns by services on their response times to email. The year end result of 88% of over 126 thousand emails to the council receiving a reply within 10 working days is below the target of 95% and worse than 2008/09. The main reason for failure to hit the target is poor performance in Q2 for three high volume services.</p> <p>The services reporting the largest volumes of email are Customer Services (37,000), Council Tax (23,000) and Parking (19,000). A number of services fell well short of the target for the year, Highways (52%), Environmental Action (51%) Council Tax (76%) and Parking (81%). These concerns will be discussed at the next Customer Strategy Board meeting and appropriate actions agreed.</p>												

Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
33	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%		No Concerns with data
<p>This measure is drawn from quarterly returns by services on their call answer rates. The measure takes Q4 performance rather than year end average as its result. 18 out of 29 services have their telephone contact handled by Customer Services. The council received 526 thousand calls in Q4, and answered 86% of them. This is a higher level of contact than Q3 but lower than Q1 and Q2. The council received 2.12 million calls in 2009/10, which is 90 thousand fewer than 2008/09.</p> <p>The services reporting the largest volumes of calls in Q4 are Council Tax (71,642), Payments (53,230), Streetscene (53,180), Golden Number (52,698), and Benefits (39,486). The services reporting the largest volume of calls for 2009/10 are Council Tax (287 thousand), Golden Number (217 thousand), Payments (214 thousand) and Streetscene (205 thousand). The overall performance across most telephone lines has improved significantly on previous years, however some services have fallen short of the 85% target, Taxi &amp; Private Hire Licensing (23%), School Admissions (67%), Council Tax (77%) and Housing Benefit (81%). These concerns will be raised at the next Customer Strategy Board meeting and appropriate actions agreed.</p>												
34	Business Plan	BP-13	% of those customers making a complaint who are satisfied with the handling of their complaint.	Customer Services	Survey %	Rise	62% (2007 survey)	No survey	86%	37%		No Concerns with data
<p>This measure is drawn from the answers to question 23 of the 2009 Resident's Survey. It reports the survey respondents answer to the question "How satisfied or dissatisfied were you with the way in which your complaint was handled". The 2009 result of 37% of respondents satisfied or very satisfied is 25% lower than the 2007 result of 62%. A piece of research and intelligence work is underway to investigate the cause of low satisfaction among particular customer groups.</p>												
35	Business Plan	BP-15	% people who are satisfied that they think LCC allows residents a say in what it does	Customer Services	Survey %	Rise	43% (2007 survey)	No survey	50%	44%		No Concerns with data
<p>This result is drawn from the 2009 resident's survey. Although the target has not been met this result does show improvement compared to the last survey in 2007. Work is underway to further investigate some of the key findings of the 2009 survey, in particular, to better understand the effectiveness of consultation and communication activities.</p>												
36	Business Plan	BP-16	% people who think the council keeps them well informed about services and benefits it supplies	Customer Services	Survey %	Rise	51% (2007 survey)	No survey	55%	58%		No Concerns with data
<p>This result is drawn from the 2009 resident's survey. The target has been exceeded and the result shows significant improvement compared to the last survey in 2007. Work is underway to further investigate some of the key findings of the 2009 survey, in particular, to better understand the effectiveness of consultation and communication activities.</p>												

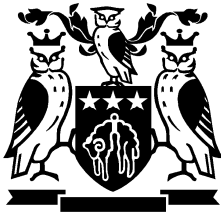


Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
37	Business Plan	BP-14	% services which are accessible as assessed through the completion and implementation of key Equality Impact Assessment	Equal Opportunities	Annually %	Rise	N/A	N/A	100% EIA's fully or mainly implemented	No result available	Unable to compare as indicator has changed	Significant Concerns
38	Business Plan	BP-27	The level (if any) of the Equality Framework for Local Government to which the authority conforms	Equal Opportunities	Annually Level	Rise	N/A	N/A	Working towards excellent	Working towards excellent	Unable to compare as assessment criteria changed	No Concerns with data
Page 77	Business Plan	BP-28	The quality of the Equality and Diversity Scheme and improvements resulting from it's application. (Formally the quality of the Race Equality Scheme)	Equal Opportunities	Annually %	Rise	5%	5%	50%	31%	↑	No Concerns with data
40	Business Plan	BP-36A	Percentage of key systems using a corporately agreed monitoring framework and defined metrics to measure data quality.	Information Knowledge Management	Annually %	Rise	44%	44%	55%	50%	↑	No Concerns with data

Central and Corporate Services Performance Indicator Report Year End 2009/10

	PI Type	Ref	Title	Service	Frequency & Measure	Rise or Fall	Baseline	Last Year Result	Target	Full Year Result	Direction of Travel	Data Quality
41	Business Plan	BP-36B	Percentage of strategic indicator set (LSP, CBP & NI) where we have "no concerns" on data quality.	Policy, Performance & Improvement	Quarterly %	Rise	76%	76%	90%	84%	↑	No Concerns with data
<p>Whilst performance has improved it has fallen below the target set. An important factor that has contributed towards this has been an increase in the level of challenge applied to the criteria that is used to inform the data quality judgement. Building on this, work is ongoing to develop proposals for increasing the robustness of the processes that are used to determine the level of data quality and associated management arrangements that are in place for each performance indicator.</p>												
42	National Indicator	NI 14	Avoidable contact: the proportion of customer contact that is of low or no value to the customer.	Customer Services	Annually %	Fall	23.2%	23.2%	Not Set	22.7%	↑	No Concerns with data
<p>This measure is drawn from a combination of quarterly samples, annual samples and data drawn from the council's CRM systems. The council has used broadly the same methodology as 2008/09, covering twelve service areas to enable year on year comparison and trend analysis on a service by service basis. This indicator has been discontinued by central government, and a council wide working group will propose an appropriate way forward for measuring avoidable contact. The 2009/10 Leeds result can not be compared in any meaningful way with other local authorities, owing to the different sampling methodologies used.</p> <p>The 2009/10 result of 22.7% is based on a sample representing 1.1 million contacts per year, covering the set of services specified by DCLG as part of the NI 14 definition.</p> <p>The services with higher than the council average percentage of avoidable contact are Leeds Housing Options (71%), Blue Badge/ Permits (45%), Streetscene (29%), East North East Homes (28%) and West North West Homes (27%). Action plans have been developed for each of these services and will be monitored during 2010/11.</p>												
43	Business Plan	BP-37	Percentage of key decisions which did not appear in the forward plan	Scrutiny Support	Quarterly %	Fall	33%	16%	13%	11%	↑	No Concerns with data
<p>Target has been met and exceeded</p>												



---

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

**Scrutiny Board: Central and Corporate Functions**

**Date: 5<sup>th</sup> July 2010**

**Subject: SCRUTINY OF VARIOUS PROCUREMENT ISSUES**

---

**Electoral Wards Affected:**

Ward Members consulted  
(referred to in report)

**Specific Implications For:**

Equality and Diversity

Community Cohesion

Narrowing the Gap

---

**1.0 Purpose of Report**

1.1 The purpose of this report is to help facilitate a discussion between Scrutiny Board (Central and Corporate Functions) and attending Procurement officers on a range of matters raised by Members of the Board.

**2.0 Introduction**

2.1 At its June meeting Board Members agreed to invite Procurement officers to its July meeting to discuss a range of issues relating to procurement. This paper helps to facilitate that discussion.

2.2 The issues identified for discussion were as follow;

- A progress report on implementing previous Scrutiny Board recommendations
- How, during a tender exercise, any material change to the original specification may or may not result in a fresh tender being advertised,
- How efficiency savings are evidenced
- How evaluation criteria is weighted in relation to renewables and other green issues.

2.3 Members of the Board have also asked for an update on revisions to Contract Procedure Rules including the involvement of elected Members early on in the procurement process.

### **3.0 Main Issues**

#### Implementing previous Scrutiny Board recommendations

- 3.1 Attached as Appendix 1 is a list of previously agreed recommendations, accompanied by a comment from the Chief Procurement Officer. The Board is asked to assess the progress made on these recommendations using the tracking system identified in Appendix 2.

#### How, during a tender exercise, any material change to the original specification may or may not result in a fresh tender being advertised

- 3.2 A recent Call In of a delegated decision to award a beer, wine and spirits contract has highlighted an issue of changes to contract mid tender.
- 3.3 In this specific case the original specification was to award a contract to supply both Leeds and Hull outlets. Mid tender Hull withdrew, however the tender process continued. The issue for Members of the Board was should that withdrawal be regarded as a 'material change' and the original process stopped. It was argued by some Members that had the tender been re-let, other companies, (who might have decided not to tender for a joint Leeds/Hull contract) might have been attracted to a Leeds only contract.
- 3.4 Using this case as an example, Members of the Board wishes to explore with Procurement Officers the scope for recognising 'material changes' to specifications mid tender and the associated risks.

#### Efficiency Savings

- 3.5 Recognising the significant role procurement has in generating efficiencies, the Board wishes to understand how these efficiencies are evidenced. Members have been previously told that regular reports on this are provided to the Director of Resources. A monthly report is produced for the Resources and Performance Board (Chaired by Deputy Chief Executive and Director of Resources). A previous report presented on 25<sup>th</sup> June 2010 to the R&P Board demonstrated that Efficiency Savings of £7.2m had been made so far for 2010/11.

#### Evaluation criteria

- 3.6 Members of the Board wish to understand how the evaluation criteria is drawn up and weighted in relation to green issues.

### **4.0 Recommendations**

- 4.1 Members are requested discuss the above issues with attending officers.

#### Background Papers

Final Scrutiny Board Inquiry Reports

	<b>Recommendation</b>	<b>Where we are up to</b>	<b>Stage</b>
	<b>Inquiry into How the Council Learns Lessons and Develops Best Practice if Contracts Go Wrong - April 2006</b>		
Page 81	<p><b>Recommendation 1</b></p> <p><i>That departments, Education Leeds and ALMOs with the Acting Chief Procurement Officer continue to develop a corporate approach in order to ensure clarity and understanding of roles and responsibilities and consistency in approaches to project and risk management including greater use of Project Management Boards.</i></p>	<p>The Council has introduced a “One Council Approach to Commissioning” which operates as a project board itself involving all senior procurement and commissioning staff from across the Council.</p> <p>The Council has introduced the “Delivering Successful Change” programme which provides a Council wide methodology on project management and makes provision for the practice of project managers reporting to project boards.</p> <p>Many projects are now being delivered through the use of a project board.</p>	
	<p><b>Recommendation 2</b></p> <p><i>That the Acting Chief Procurement Officer develops a corporate communication strategy to ensure that greater emphasis is placed on obtaining the views of end users , including Ward Members, when services are being designed and specified in service specifications</i></p>	<p>A service user guide including a confidentiality agreement has been drawn up to protect the individuals and the Council. End users are now being included, where appropriate, on project boards and in developing the contract specifications and tender evaluation criteria.</p> <p>A workshop has been held with Elected Members to discuss the level of involvement requested or required. Contracts Procedure Rules have been amended to make it a duty to consult with Elected members on procurements and a related guide included in the code of practice.</p> <p>Under the DSC methodology, the project team is asked to consider the development of a communication plan to identify all stakeholders and members interests in the service. Many of our contracts now require the provider to report feedback to the Council on the end user views and comments and these are substantiated as part of the contract management.</p>	

	<p><b>Recommendation 3</b></p> <p><i>That the Acting Chief Procurement Officer continue to develop the corporate project 'Delivering Successful Change' incorporating the use of procurement 'Gateway Reviews' as recommended by the IDeA and the Office of Government Commerce and the Council's Risk Management Framework.</i></p>	<p>DSC is being used as the standard vehicle for procuring and commissioning new contracts. DSC is being regularly reviewed for improvement and development. All projects are recorded for quality assurance checks. Gateways are being used in accordance with Idea and OGC advice and relate to project board agendas and the Council's delegated decision process.</p>	
<p>Page 82</p>	<p><b>Recommendation 4</b></p> <p><i>That the Acting Chief Procurement Officer analyse the outcomes of the initial contracts using the new approach to "Delivering Successful Change" and report the results to a future meeting of this Scrutiny Board.</i></p>	<p>A shortlist of initial projects that were influential in developing DSC is being produced and will be reported to this scrutiny board. The success of DSC is difficult to measure since a project might have been successful without its use. The main measure is from a negative point of view to record projects that have not been successful. So far, there is nothing to report. In terms of the DSC, we are now on version 3 which has been developed by using the feedback of user's experiences. The main areas of revision relate to:</p> <ul style="list-style-type: none"> <li>• The scoring card – this determines the importance of a project and suggests whether a dedicated project manager be used and a project board arrangement.</li> <li>• The risk assessment – this has been developed with additional items being added as we learn.</li> <li>• Documentation – some documents were deemed to be unwieldy in expectation and have been revised according. Guidance was given on how to scale down the requirements for smaller projects.</li> <li>• A quarterly survey was introduced to evidence the use of the methodology.</li> </ul>	
	<p><b>Recommendation 5</b></p>	<p>This reporting, if still applicable, needs to be discussed in terms of detail</p>	

	<p><i>That the Acting Chief Procurement Officer submit a half yearly report to this Scrutiny Board on the Council's performance indicators for contracts and procurement covering departments, Education Leeds and ALMOs.</i></p>	<p>and performance indicators required. There are no national indicators for procurement performance and members may want to discuss ideas for regular reporting to scrutiny.</p>	
	<p><b>Recommendation 6</b></p> <p><i>That the Acting Chief Procurement Officer ensure that the initiatives being undertaken in "Delivering Successful Change" incorporates safeguards to manage potential conflicts with contractors are dealt with at an early stage.</i></p>	<p>The use of project managers and project boards under the DSC methodology and particularly where the provider is included on the project board, has enabled conflicts and disputes to be identified very early on and to be resolved quickly (even if this has included dispute resolution procedures such as mediation or adjudication). The Council's terms and conditions are still maintained to protect the Council's interest. A partnering culture is encouraged throughout but provision is still made to resolve disputes.</p>	
	<p><b>Recommendation 7</b></p> <p><i>That the Acting Chief Procurement Officer submits a report on training packages which have been put in place for staff in "Delivering Successful Change".</i></p>	<p>A good number of staff has gone through the DSC training modules. There is specific training to the role of individuals. The training was contracted out to Remarc, a Leeds based training company. Details of the numbers are being compiled.</p>	
	<p><b>Inquiry into Streetscene Grounds Maintenance October 2006</b></p>		
	<p><b>Recommendation 3</b></p> <p><i>That projects involved in procuring services ensure that specifications and any proposed variations are costed simultaneously to prevent the need for the re-submission of tenders.</i></p>	<p>Every procurement exercise attempts to finalise the specification before the invitation to tender and usually does. The estimate includes all the known requirements at that stage. Estimates are often related to previous history, current known rates and market situation. Amendments are discouraged and where made the estimate is adjusted</p>	

		<p>accordingly. There are strict governance arrangements and protocols in place for making tender variations. Variations are strongly discouraged but do happen on occasion. The client adjusts the estimate at that stage for tender evaluation purposes. Once the contract is in place, financial procedure rules dictate how variations should be considered and conducted.</p>	
	<p><b>Recommendation 7</b></p> <p><i>We recommend that training takes place or information is disseminated to ensure that the term 'letter of intent' and other specialist procurement terminology is used correctly</i></p>	<p>Training has taken place on the use of "letters of intent" in the Contracts Procedure Rules (CPR's) training and a definition of "letter of intent" is included in the rules. Other specialist procurement terminology is also defined and explained within the rules. The use of a "letter of intent" is subject to consideration by the Assistant Chief Executive (Corporate Governance) and requires an invocation of CPR's which ultimately requires a Director/Chief Officer delegated decision.</p>	
<p>Page 84</p>	<p><b>Recommendation 8</b></p> <p><i>That the Corporate Procurement Unit develop and establish the improvement measures identified as part of the review of the Streetscene Grounds Maintenance project, particularly regarding the roles and responsibilities and project management tools in place, the reporting process, the remit of the project board, costing the specification and the time allocated to the stages of procurement. We also recommend procedures are introduced to ensure all meetings throughout the process are minuted.</i></p>	<p>The use of DSC and the implementation of these recommendations have been instrumental in ensuring that Project Boards are given terms of reference and Board roles and informed of timetables and progress (using highlight reports); consider minutes of project (design) team meetings and produce minutes of all meetings.</p>	



	<p><b>Procurement of Services – April 2009</b></p>		
	<p><b>Recommendation 1</b></p> <p><i>That further work is undertaken by the Chief Procurement Officer to ascertain whether the One Council Commissioning Framework can be embedded within existing constitutional arrangements. This could involve a formalised role for Scrutiny.</i></p>	<p>The level of detail within the constitution has been considered and deemed to be satisfactory to embed the ‘one Council approach to commissioning’. The parts considered are Contracts Procedure Rules, Financial Procedure Rules, Delegated Decision and Call-in procedure. There have been a number of procurement related investigations to demonstrate that the constitution is adequately creating these opportunities.</p>	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 85</p>	<p><b>Recommendation 2</b></p> <p><i>That the Chief Procurement Officer is given responsibility for the successful development of the Category Management approach.</i></p>	<p>The procurement unit carried out a mini re-structuring exercise in October 2009 to move to a category management approach. The Council spends its money on a wide variety of good and services and the unit is concentrating on areas of category management that will most influence the agenda of the Council, e.g. delivery of efficiency savings whilst maintaining existing standards of service. The unit is compiling category strategies and working with OGC and RIEP to formulate the most appropriate means of packaging and commissioning the requirements. Priority areas being considered are Children’s Services and Adult Social Care.</p>	
	<p><b>Recommendation 3</b></p> <p><i>That Category Management plans for key spend areas are developed by the Chief Procurement Officer. These plans should cover up to a 3 year period and detail what the Council plans to commission in those areas; what resources will be required to commission and manage the arrangements and how efficiencies will be made in</i></p>	<p>This is in progress.</p>	

	<p><i>those spend areas.</i></p>		
	<p><b>Recommendation 4</b></p> <p><i>That a Category Manager is identified for each category, who will be responsible for that category and will engage with the relevant parts of the Council who spend in that category area.</i></p>	<p>Following advice from External Audit (KPMG) a category manager should be responsible for approx. £20m external expenditure. This works reasonably well for some categories such as ICT and Transport but it is difficult to split areas of large spend such as Construction, Adult Social Care, Children’s Services and Waste Management. The Council resources are such that a category manager will have to cover several categories and be responsible for more than £20m external expenditure. We are in the process of prioritising these and will identify categories where management is not practical.</p>	
<p>Page 86</p>	<p><b>Recommendation 5</b></p> <p><i>That a ‘certificate of competency’ is developed and introduced for officers involved in procurement.</i></p> <p><i>That contract management is 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 identifying resources to be assigned to contract management and any training requirements.</i></p> <p><i>That a regional approach is taken to addressing capacity and capability problems around contract management, using Yorkshire and Humber’s Regional Improvement and Efficiency Plan (RIEP) funding to facilitate improvements</i></p>	<p>A ‘certificate of competency’ is now in place and consists of proof of training in the following 3 modules:</p> <p>Specification Writing Tender Evaluation Contract Management</p> <p>Contract Management is included in the training of all 3 modules and it is stressed to all delegates that attention to contract management must be given at the pre-contract stage to ensure adequate provision is made in the specification and tender evaluation criteria.</p> <p>As part of the mini re-structure of the procurement unit, a specialist team was created to deal with the Council’s policy and procedures on tender evaluation and contract management. A tender evaluation policy has been developed. Contract Management plans have not yet been completed.</p> <p>RIEP has been engaged to provide training courses for Leeds and other Councils’ staff</p>	

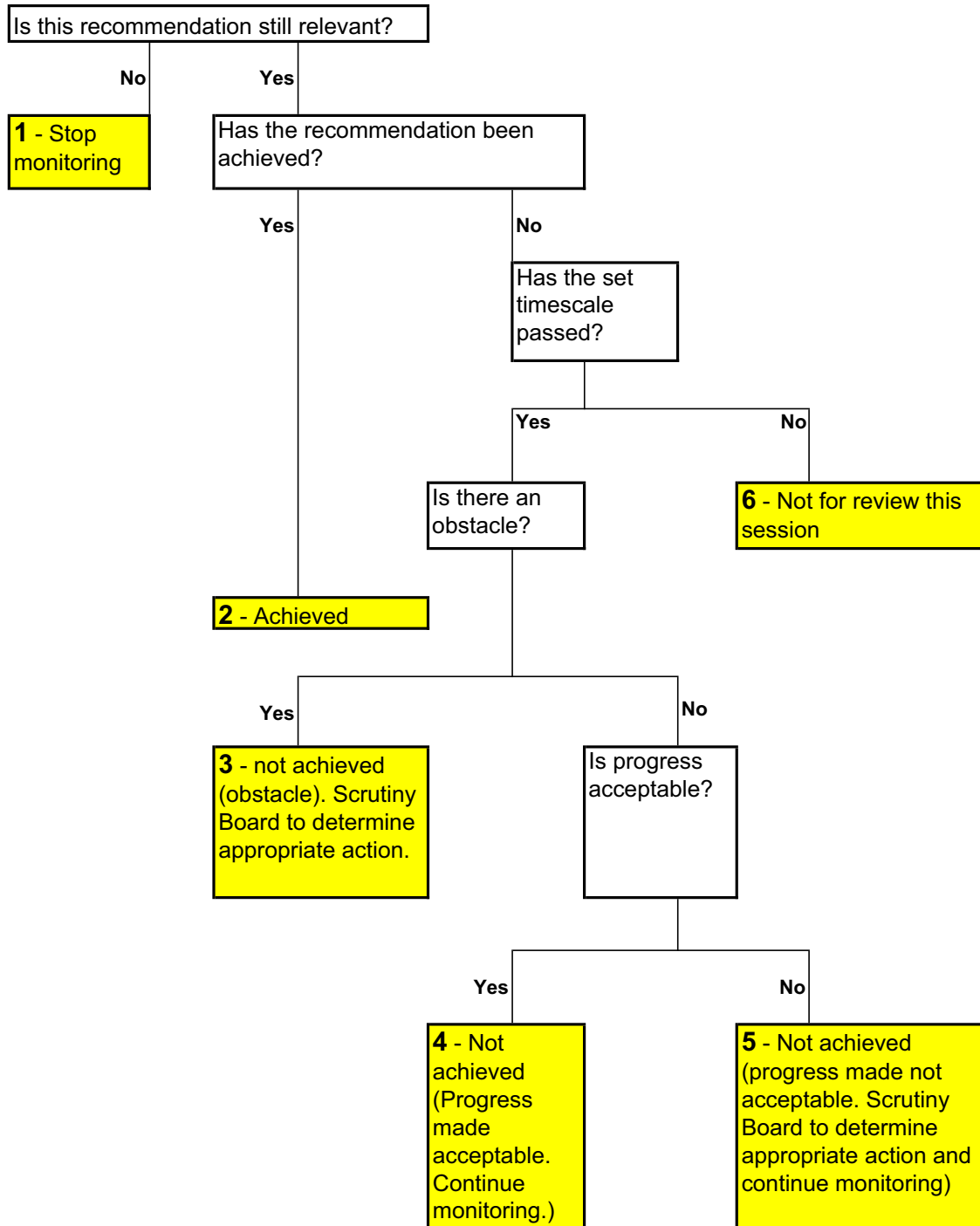
	<p><b>Recommendation 6</b></p> <p><i>That further discussion and agreement takes place on the most appropriate way forward to influence contractors' employment practices, which promotes our legal equality duties and helps achieve our Equality and Diversity Scheme.</i></p>	<p>The Council recently took part in a European review for promoting equality and diversity in contract practices and was held up as an example of best practice.</p>	
	<p><b>Procurement of Housing Contracts – April 2010</b></p>		
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 87</p>	<p><b>Recommendation 2</b></p> <p><i>That the Chief Procurement Officer leads on developing a robust internal data sharing system/protocol to complement the Pre-Qualification Questionnaire process as part of any procurement exercise.</i></p>	<p>This recommendation will be monitored by Scrutiny Board (Environment and Neighbourhoods)</p>	
	<p><b>Recommendation 4</b></p> <p><i>That, as part of the ALITO system used by the Procurement Unit, all contract managers across the Council are prompted to conduct a review of a contract at least 12 months before the contract expiry date.</i></p>	<p>This recommendation will be monitored by Scrutiny Board (Environment and Neighbourhoods')</p>	

	<b>Use of Consultants May 2010</b>		
	<b>Recommendation 1</b> – <i>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.</i>	To be detailed at September Board Meeting	
	<b>Recommendation 2</b> – <i>That the Director of Resources issues guidance to all departments on the correct expenditure code to use for Consultants.</i>	To be detailed at September Board Meeting	
	<b>Recommendation 3</b> – <i>That the Director of Resources instructs Directorates to review expenditure on consultants to assess the extent to which they are used.</i>	To be detailed at September Board Meeting	
	<b>Recommendation 4</b> – <i>That the Director of Resources and Assistant Chief Executive (Corporate Governance) incorporates within Contract Procedure Rules clear guidance regarding the use and appointment of consultants.</i>	To be detailed at September Board Meeting	
	<b>Recommendation 5</b> – <i>That a database to record all details of consultants, including ratings, to be</i>	To be detailed at September Board Meeting	

	<i>shared between departments and potentially with other authorities is set up.</i>		
--	---	--	--

This page is intentionally left blank

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



This page is intentionally left blank





---

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

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

**Date: 5<sup>th</sup> July 2010**

**Subject: Scrutiny Board (Central & Corporate Functions) – Work Programme,  
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 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 22<sup>nd</sup> June 2010 and the Council's current Forward Plan relating to this Board's portfolio.

**3.0 RECOMMENDATIONS**

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

Background Papers

None used

This page is intentionally left blank

**SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) – WORK PROGRAMME 2010/11 LAST REVISED**

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<b>Suggested Areas for Scrutiny Currently Unscheduled</b>			
<b>Business Transformation Project</b>			
<b>Costs of communications</b>			
<b>Employment issues around diversity within the workforce</b>			
<b>The Social Responsibility Programme</b>			
<b>Leeds City Region and the Governance</b>			
<b>Partnerships Joint Services Arrangements</b>			
<b>Data Information shared throughout the Council</b>			

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
<b>Meeting date: 6<sup>th</sup> September 2009</b>			
<b>Quarterly Accountability Reports</b>	To receive quarter 1 performance reports including questions to the Executive Board Member		PM
<b>Scrutiny of the Budget</b>	To receive 1 <sup>st</sup> quarter report 2009/10		PM
<b>Recommendation Tracking</b>	To monitor progress on meeting the recommendations agreed following an Inquiry into the use of consultants		MSR

**SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) – WORK PROGRAMME 2010/11 LAST REVISED**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>NOTES</b>	<b>TYPE OF ITEM</b>
<b>Vision, LSP and Business Plan priorities -</b>	To receive as part of the formal consultation process		RP
<b>Draft Enforcement Policy</b>	To consider the draft		RP
<b>Meeting date: 4<sup>th</sup> October 2009</b>			
<b>Cost of Council Communications</b>			
<b>Meeting date: 1st<sup>nd</sup> November 2009</b>			
<b>Vision, LSP and Business Plan priorities -</b>	Target setting		RP
<b>Equality and Diversity Scheme</b>	To discuss the equality and diversity scheme and its links with the Vision, LSP and Business Plan		RP
<b>Meeting date: 6<sup>th</sup> December 2009</b>			
<b>Scrutiny of the Budget</b>	To receive and consider quarter 2 financial report.		PM
<b>Quarterly Accountability Reports</b>	To receive quarter 2 performance reports including questions to the Executive Board Member		PM
<b>Meeting date: 10<sup>th</sup> January 2010</b>			
<b>Meeting date: 7<sup>th</sup> February 2010</b>			
<b>Scrutiny of the Budget</b>	To receive Budget proposals		PM

**SCRUTINY BOARD (CENTRAL & CORPORATE FUNCTIONS) – WORK PROGRAMME 2010/11 LAST REVISED**

<b>ITEM</b>	<b>DESCRIPTION</b>	<b>NOTES</b>	<b>TYPE OF ITEM</b>
<b>Vision, LSP and Business Plan priorities -</b>	Agree composite response to go to Executive Board		RP
<b>Meeting date: 7th March 2010</b>			
<b>Scrutiny of the Budget</b>	To receive and consider quarter 3 financial report.		PM
<b>Recommendation Tracking</b>	To monitor progress on meeting the recommendations agreed following an Inquiry into the use of consultants		MSR
<b>Quarterly Accountability Reports</b>	To receive quarter 3 performance reports including questions to the Executive Board Member		PM
<b>Meeting date: 4<sup>th</sup> April 2010</b>			
<b>Annual Report</b>			

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

This page is intentionally left blank

## EXECUTIVE BOARD

TUESDAY, 22ND JUNE, 2010

**PRESENT:** Councillor K Wakefield in the Chair

Councillors A Blackburn, J Blake, A Carter,  
S Golton, P Gruen, R Lewis, T Murray,  
A Ogilvie and L Yeadon

Councillor J Dowson – Non-voting advisory member

### 1 Chair's Opening Remarks

The Chair welcomed all in attendance to the meeting and thanked his predecessors, Councillors A Carter and Brett, for the equitable way in which they had conducted previous Board meetings.

### 2 Exempt Information - Possible Exclusion of the Press and 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 so designated as follows:-

- (a) Appendix 2 to the report referred to in Minute No. 14 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix contains information relating to the business and financial affairs of the Council, and disclosure of such information would, or would be likely to, prejudice the commercial interest of the Council in securing best value for money solutions in the future.
- (b) The appendices and the Final Business Case (FBC) document referred to in Minute No. 15 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that publication could prejudice the Council's commercial interests, as both the appendices and the FBC (lodged with the clerk to this Executive Board and available for inspection by Members of Executive Board) include matters where final negotiations on the Contract are not yet complete, and these negotiations are confidential between the City Council, the Local Education Partnership (LEP) and the Environments for Learning (E4L) Consortium. In addition, both the appendices and the FBC contain sensitive commercial information supplied to the City Council by E4L. In these circumstances it is considered that the public interest in not disclosing this commercial information outweighs the interests of disclosure.
- (c) Appendix 1 to the report referred to in Minute No. 21 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that

Draft minutes to be approved at the meeting  
to be held on Wednesday, 21st July, 2010

the information contained within the appendix relates to the financial or business affairs of a particular person, and of the Council. This information is not publicly available from the statutory registers of information kept in respect of certain companies and charities. It is considered that since this information was obtained through one to one negotiations for the disposal of the property/land then it is not in the public interest to disclose this information at this point in time. 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 other similar transactions in that prospective purchasers of other similar properties 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 this transaction and consequently the public interest in maintaining the exemption outweighs the public interest in disclosing this information at this point in time.

### **3 Declaration of Interests**

Councillor Blake declared a personal interest in the item referred to in Minute No. 20, as a trustee of the Health For All organisation.

Councillor Murray declared a personal interest in the item referred to in Minute No. 16, as a Director of Learning Partnerships.

Councillor Murray declared a personal and prejudicial interest in the item referred to in Minute No. 5, due to his involvement in a charitable organisation involved in the running of a Kirkgate Market stall.

Councillor Wakefield declared a personal interest in the item referred to in Minute No. 10, as a stakeholder in Tiger 11.

Further declarations of interest were made at later points in the meeting (Minute Nos. 19 and 24 refer).

### **4 Minutes**

**RESOLVED** – That the minutes of the meeting held on 19<sup>th</sup> May 2010 be approved as a correct record.

## **DEVELOPMENT AND REGENERATION**

### **5 Deputation to Council - The National Federation of Market Traders on behalf of Kirkgate Market Traders regarding the Strategy for Leeds Market**

The Director of City Development submitted a report in response to the deputation to Council from the National Federation of Market Traders on behalf of Kirkgate Market Traders on the 21<sup>st</sup> April 2010.



## **RESOLVED -**

- (a) That the contents of the submitted report and the actions being taken to support the market be noted.
- (b) That endorsement be given to the proposal that following a review of markets management and consultation with Trades Unions, a permanent Markets Manager post is created and that the Council's normal recruitment policies are followed for a post of this grade.
- (c) That there be no immediate rent reduction, but that an independent rent review be undertaken and that the charges for extending produce beyond stalls into the 'Yellow Line' area be reduced and that administrative charges for a change in use etc. be reviewed and that notice periods be reduced from six to three months in line with notice periods of other commercial Council leases.
- (d) That there be no reduction in car parking charges.
- (e) That a fully costed report on the condition of the whole of the market be submitted to a future meeting of Executive Board.
- (f) That tenants continue to be encouraged to take advantage of the Business Support Scheme.

(Having declared a personal and prejudicial interest in this item, Councillor Murray left the meeting for the duration of this item).

## **RESOURCES AND CORPORATE FUNCTIONS**

### **6 Final Statement and Recommendations of the Scrutiny Board (City and Regional Partnerships) on the Kirkstall Joint Service Centre**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report in response to the recommendations detailed within the Scrutiny Board (City and Regional Partnerships) statement regarding Kirkstall Joint Service Centre.

The Chair of the Scrutiny Board at the time the inquiry was undertaken attended the meeting to present the Board's findings.

**RESOLVED** - That the proposed responses to the recommendations of the Scrutiny Board (City and Regional Partnerships) be approved.

## **DEVELOPMENT AND REGENERATION**

### **7 Response to Scrutiny Board (City Development) Inquiry into the Method by which Planning Applications are Publicised and Consultation Undertaken**

The Director of City Development submitted a report in response to the recommendations arising from the Scrutiny Board (City Development) inquiry into the method by which planning applications were publicised and consultation was undertaken.

The Chair of the Scrutiny Board at the time the inquiry was undertaken attended the meeting to present the Board's findings.

**RESOLVED** - That the proposed responses to the Scrutiny Board (City Development) recommendations be approved.

**8 Response to Scrutiny Board (City and Regional Partnerships) Inquiry into Integrated Transport Strategies for Leeds and the Wider Region**

The Director of City Development submitted a report in response to the recommendations arising from the Scrutiny Board (City and Regional Partnerships) inquiry into integrated transport strategies for Leeds and the wider region.

The Chair of the Scrutiny Board at the time the inquiry was undertaken attended the meeting to present the Board's findings.

**RESOLVED** - That the Director of City Development's responses to the recommendations of the Scrutiny Board (City and Regional Partnerships) inquiry into "Integrated Transport Strategy for Leeds and the Wider Region", be approved.

### **NEIGHBOURHOODS AND HOUSING**

**9 Response to Scrutiny Board (Environment and Neighbourhoods) Statement regarding the Procurement of Housing Contracts**

The Director of Environment and Neighbourhoods submitted a report in response to the recommendations detailed within the Scrutiny Board (Environment and Neighbourhoods) statement regarding the procurement of housing contracts.

The Chair of the Scrutiny Board at the time the inquiry was undertaken attended the meeting to present the Board's findings.

**RESOLVED** – That the proposed responses to the recommendations of the Scrutiny Board (Environment and Neighbourhoods) be approved.

### **LEISURE**

**10 South Leeds Sports Centre**

Further to Minute No. 79, 26<sup>th</sup> August 2009, the Chief Recreation Officer submitted a report outlining proposals to extend the Council's management of South Leeds Sports Centre for up to four months, in order to allow continuity of service pending a decision in relation to a possible community asset transfer.

**RESOLVED** –

- (a) That the postponement of the closure of South Leeds Sports Centre for up to four months from the current approved date of 21st June 2010 be

approved, and a further report regarding the proposed community asset transfer be submitted to the Board within that period of time.

- (b) That the financial implications of continued opening, which will be met by the reprioritising of resources in the City Development Directorate, be noted.

**11 Woodhouse Moor Park Barbecue Use**

Further to Minute No. 66, 26<sup>th</sup> August 2009, the Director of City Development submitted a report providing an update on the actions taken following a previous Executive Board decision regarding barbecue usage on Woodhouse Moor, detailing a summary of the research and consultation undertaken in respect to this issue and outlining proposals to address future barbecue usage on the site.

**RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That the enforcement of existing byelaws outlawing barbecue usage at Woodhouse Moor Park continue as an alternative to trialling a designated barbecue area on the site.

**ADULT HEALTH AND SOCIAL CARE**

**12 Deputation to Council - The Access Committee for Leeds regarding 'Adult Social Care: The Real Deal'**

The Director of Adult Social Services submitted a report in response to the deputation to Council from the Access Committee for Leeds on 21<sup>st</sup> April 2010.

**RESOLVED –**

- (a) That the concerns raised by the deputation be noted and members of the Leeds Access Committee be thanked for bringing this matter to the attention of the Council.
- (b) That Adult Social Care's approach to tackling the issues raised by the deputation be noted, all of which form part of the Council's commitment to 'Putting People First' and its four key principles of early intervention and prevention, empowering people through choice and control, universal services and developing social capital.
- (c) That Adult Social Care's commitment to developing good practice by issuing additional professional guidance notes to all staff when conducting assessments for vulnerable adults, particularly where support is required to access signposted services, be noted.
- (d) That Adult Social Care's commitment to developing good practice by taking steps to ensure all service users are aware of their right to make representations regarding the outcome of their assessment, be noted.

**13 Leeds Safeguarding Adult Partnership Board Report 2009/2010**

The Director of Adult Social Services submitted a report presenting for approval the Leeds Safeguarding Adults Partnership Board annual report for 2009/10, in addition to the Board's work plan for 2010/11.

**RESOLVED** – That the content of the 2009/2010 annual report be noted, and that the 2010/2011 work programme for the Adult Safeguarding Partnership Board be endorsed.

**14 Social Care Systems Review**

The Director of Adult Social Services, the Interim Director of Children's Services and the Director of Resources submitted a joint report outlining proposals for the implementation of new social care business solutions, which were aimed at radically improving the access, assessment, commissioning, provision, management and monitoring of Social Care in Leeds.

Following consideration of appendix 2 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 incur expenditure as detailed within exempt appendix 2, in order to develop the existing information systems (ESCR) and implement the associated business changes required to support the service improvement and transformational plans in Social Care, as outlined within the submitted report.
- (b) That the staffing resource costs to produce further reports and associated business cases for Executive Board approval in respect of the development and implementation of replacement business solutions to meet ongoing and future demands be approved.
- (c) That Board Members' views be sought in relation to the areas that those future reports referred to in recommendation (b) above should focus upon.

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

**15 Leeds Holt Park Wellbeing Centre Project: Submission of the Final Business Case and Execution of the Contract for the new Holt Park Wellbeing Centre**

Further to Minute No. 189, 12<sup>th</sup> February 2010, the Directors of Resources, City Development and Adult Social Services submitted a joint report providing an update on the Holt Park Wellbeing Centre project, and which sought the necessary approvals to facilitate the submission of the Final Business Case (FBC) to the Department of Health and the execution of the project's contract documentation.

With the Chair's agreement, an updated set of recommendations for this item were circulated at the commencement of the meeting. The recommendations had been revised in response to the recent announcement by the Government that the Holt Park Wellbeing Centre was one of a number of projects to be suspended pending the Government's Comprehensive Spending Review.

Following consideration of the appendices 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 –**

- (a) That the contents of the submitted report be noted.
- (b) That the final scope of the Holt Park Wellbeing Centre Project (Project), as set out in the submitted report, be noted and confirmed.
- (c) That the submission of the FBC to the Department of Health be approved and that the Director of City Development be authorised to make any necessary amendments to the FBC. (The Final Business Case covers the Holt Park Wellbeing Centre Project financed through the Government's Private Finance Initiative).
- (d) That the demolition of the existing leisure centre in advance of opening the new Wellbeing Centre, subject to further consultation once the outcome of the spending review is known, be approved in principle.
- (e) That approval be given to the financial implications for the Council of entering into the Project, and agreement be given to the maximum affordability ceiling for the Council in relation to the PFI of £2,428,000 in the first full year of service commencement (2012/13), as set out in exempt Appendix 1 to the submitted report, but subject to resolution (i) (below), should the SWAP rate exceed 5.00%.
- (f) That the balance sheet treatment for the Project be noted.
- (g) That it be noted that the project is one of a number suspended as part of the Government's Comprehensive Spending Review, but that the Department of Health review of, and the Council input into the FBC continue (together with the progress with the Leeds Local Education Partnership (LEP) of any significant outstanding matters on the new project approval process which impact upon the process for the approval of the FBC).
- (h) That, whilst noting the financial close cannot take place until and unless the Government confirms the availability of PFI Credits and the FBC approval, approval be given to the arrangements for Financial Close and the implementation of the Project to include (but not by way

of limitation) the award/entry into a PFI Project Agreement to a special purpose company to be established under terms agreed between the City Council and the LEP, and

in connection therewith, the arrangements at paragraph 5.4 of the submitted report be confirmed, and (for the avoidance of doubt) authorisation be given to the exercising of delegated powers (as set out at Part 3 Section 3E of the Constitution in relation to PPP/PFI and other Major Property and Infrastructure Related projects), in relation to this Project, by the Director of City Development (or delegee) in consultation with the Director of Adult Social Care (or delegee).

- (i) That authority be delegated to the Director of City Development, or her nominee, to approve the completion of the project should the SWAP rate exceed 5.00% but be less than 5.50% at the time of Financial Close up to a maximum affordability ceiling of £2,500,000 in 2012/13 terms.

## **RESOURCES AND CORPORATE FUNCTIONS**

### **16 Reductions in Grants to Local Authorities 2010/2011**

The Director of Resources submitted a report providing details of the reductions in grants to local authorities as part of the Government's accelerated deficit reduction plan at a national level, and detailing information, in so far as it was available, as to the impact of the grant reductions on this Council.

#### **RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That a detailed report be submitted to the July meeting of Executive Board on the implications for Leeds and the options available to meet the funding gap.

### **17 Financial Performance - Outturn 2009/2010**

The Director of Resources submitted a report presenting the Council's financial outturn position for 2009/2010, including both revenue and capital and the Housing Revenue Account. The report also detailed revenue expenditure and income compared to the approved budget and reported on the outturn for Education Leeds and the Arms Length Management Organisations (ALMOs).

#### **RESOLVED –**

- (a) That the contents of the submitted report be noted.
- (b) That the contributions to, and the use of, Housing Revenue Account reserves, as outlined within the report, be agreed.

**18 Corporate Performance Report 2009/2010 Year End**

The Assistant Chief Executive (Planning, Policy and Improvement) submitted a report presenting an overview of the Council's performance against the priority outcomes at the 2009/2010 year end.

**RESOLVED** - That the overall performance position at quarter 4 of 2009/2010 against the strategic priorities and the action planned to further improve or address the performance concerns be noted.

**DEVELOPMENT AND REGENERATION**

**19 Deputation to Council - Wetherby Business Association seeking reinstatement of the Wetherby Historic Market Town Signage on the A1**

The Director of City Development submitted a report in response to the deputation to Council from Wetherby Business Association on 21<sup>st</sup> April 2010.

**RESOLVED -**

- (a) That the contents of the submitted report be noted.
- (b) That the application for appropriate brown tourist signing for Wetherby from the A1(M), from a third party, for example either the business community in Wetherby or the Wetherby Town Council, be supported.
- (c) That the applicant should fund all associated costs.

(During the course of the discussion on this matter, Councillor Gruen declared a personal interest in this item, due to his employment by the Department for Transport)

**20 Granting a New 20 Year Lease at a Peppercorn Rent in respect of the New Middleton Enterprise Centre**

Further to Minute No. 170, 6<sup>th</sup> January 2010, the Director of City Development submitted a report outlining proposals to grant a new 20 year lease to the Health for All (HFA) organisation, at a peppercorn rent in respect of the new Middleton Enterprise Centre.

**RESOLVED** - That the proposal to grant a 20 year lease to Health for All for the new Middleton Enterprise Centre at a peppercorn rent be approved.

**NEIGHBOURHOODS AND HOUSING**

**21 Disposal of 60, Sholebroke Avenue, LS7 3HB**

The Director of Environment and Neighbourhoods submitted a report outlining the options available to the Council with respect to the future of 60, Sholebroke Avenue, LS7 3HB.

Following the conclusion of an options appraisal exercise, the report presented the following four alternatives:

1. An open market sale of the property
2. The refurbishment and letting of the property as a Council house, managed by the relevant Arms Length Management Organisation (ALMO)
3. The Council entering into negotiations with a partner Registered Social Landlord currently managing other stock in the immediate neighbourhood, with a view to them purchasing the property, investing in it and creating a new affordable home.
4. The Council entering into negotiations with a local supported housing provider, with a view to them leasing the property from the Council at a peppercorn rent for a 21 year period.

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 progress with Option 3, as detailed above and within the submitted report.
- (b) That the property be declared surplus to the Council's operational requirements
- (c) That approval be given to enter into negotiations with a partner Registered Social Landlord, with the aim of concluding a sale to them which represents the value of the property and which recognises the level of refurbishment needed to bring the property to a decent homes standard.
- (d) That approval be given to covenant the sale, in order that the property is retained in perpetuity as a socially rented family home and that the Council retains nomination rights in respect of lettings.

- 22 Government Review of Council Housing Finance: The Council's Response to the Consultation Paper: "Council Housing: A Real Future"**  
 The Director of Environment and Neighbourhoods and the Director of Resources submitted a joint report providing a proposed response to the Government's consultation paper entitled, "Council Housing: A Real Future".

**RESOLVED -**

- (a) That the proposed response to the Government's consultation paper "Council Housing: A Real Future" be agreed.
- (b) That this decision be exempt from Call In, as there is insufficient time for the Call In process to be concluded prior to the closing date for responses to the consultation exercise.



## **ENVIRONMENTAL SERVICES**

### **23 Grounds Maintenance Contract**

The Director of Environment and Neighbourhoods submitted a report outlining the progress made to date in relation to the procurement of a new grounds maintenance contract for the Council, recommending a proposed approach to the contract's packaging and procurement, whilst also informing of a proposed revision to the contract start date.

#### **RESOLVED –**

- (a) That the progress made to date regarding the procurement of a new grounds maintenance contract be noted.
- (b) That the contract administration and monitoring arrangements, as set out in the submitted report, be approved.
- (c) That approval be given to the contract being advertised on the basis of one, single city-wide contract, with the option to require a variant bid to allow interested Parish or Town Councils to tender for work within their areas.
- (d) That approval be given to a contract being advertised for five years with the option to extend for up to a further five years.
- (e) That the contract with Glendale and ATM be extended until 31<sup>st</sup> December 2011, subject to the issue of a transparency notice.
- (f) That a contingency sum of £60,000 in year 1 (financial year 2012/2013) and £20,000 in year 2 onwards, be allocated to enable any future orphan sites identified to be properly maintained.

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

### **24 Strategic Review of Household Waste Sorting Sites and Bring Sites**

The Director of Environment and Neighbourhoods submitted a report providing an update on the current provision and performance of Household Waste Sorting Sites (HWSS) and Bring Sites in Leeds, outlining issues which influence their usage and effectiveness and recommending options in relation to spatial policy and joint working with neighbouring authorities.

#### **RESOLVED -**

- (a) That the permanent closure of the Calverley Bridge zero waste site be approved.
- (b) That approval be given to maintaining the current free access of border HWSS by residents from neighbouring authorities, on the proviso that protocols and procedures to account for the shared cost of the provision of facilities, on a site by site basis, are developed and subject to continuous review.

- (c) That the development of joint working with neighbouring authorities North Yorkshire and Wakefield in parallel with the undertaking of a revised replacement site search, to be carried out during the interim period before Gamblethorpe closes upon completion of East Leeds redevelopment, be commended.
- (d) That approval be given to the redevelopment of the HWSS at Kirkstall Road and modernisation of the existing transfer station by means of an injection of £3,800,000 into the Capital Programme, with a full design and cost report (DCR) and business case being prepared and submitted to Executive Board for approval when the detailed plans have been fully worked up and costed. At this stage it is proposed to fund the redevelopment of the site using a DEFRA grant (£500,000) and unsupported borrowing, with the borrowing repayments being funded from savings made as part of the overall HWSS review. The scale of the revenue repayment will be dependant upon the use of the £1,050,000 currently identified for a replacement site for Gamblethorpe, as set out in paragraph 5.5.4 of the submitted report.
- (e) That approval be given to the further review of operational practices, in order to deliver a consistently high performance across all sites, with a further report being submitted to a future meeting of Executive Board.
- (f) That approval be given to the maintenance and development of the current complementary bring site infrastructure, whilst continuing to evaluate the effectiveness of bring site provision.

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

(During the course of the discussion on this matter, Councillor Golton declared a personal interest in this item, as a user of the Gamblethorpe site)

### **CHILDREN'S SERVICES**

#### **25 Updated Statements of Purpose for the Fostering and Adoption Services of Leeds City Council**

The Interim Director of Children's Services submitted a report presenting for approval the revised statements of purpose for Leeds City Council's Fostering and Adoption Services.

**RESOLVED** – That the Statements of Purpose for both the Fostering and Adoption services of Leeds City Council be approved.

#### **26 Building Schools for the Future Phase 2 - Farnley Park Maths and Computing College**

Further to Minute No. 151, 9<sup>th</sup> December 2009, the Chief Executive of Education Leeds submitted a report presenting for approval and submission

to Partnerships for Schools (Pfs) the Final Business Case (FBC) for the Farnley Park Maths and Computing College project.

**RESOLVED** – That the submission of the Final Business Case for the Farnley Park Maths and Computing College Project to Partnerships for Schools be approved.

**27 Outcomes of the Consultation on the Proposals for the West Leeds Specialist Inclusive Learning Centre (SILC)**

Further to Minute No. 154, 9<sup>th</sup> December 2009, the Chief Executive of Education Leeds submitted a report providing the outcomes from the public consultation exercise undertaken with respect to the proposed relocation of the West Leeds Specialist Inclusive Learning Centre (SILC) modular building at Farnley Park Maths and Computing College to Bruntcliffe High School. The report also outlined an alternative proposal formulated in response to the feedback received.

**RESOLVED** –

- (a) That the outcome of the formal public consultation exercise on the relocation of the West SILC modular building at Farnley Park Maths and Computing College to Bruntcliffe High School be noted.
- (b) That the alternative proposal formulated in response to the public consultation, to make provision for the pupils currently educated on the Farnley Park site at the West SILC Milestone site, be noted.

**28 Response to Scrutiny Board (Children's Services) Inquiry Statement regarding School Attendance**

The Chief Executive of Education Leeds submitted a report in response to the recommendations detailed within the Scrutiny Board (Children's Services) statement regarding school attendance.

**RESOLVED** – That the proposed responses to the recommendations of the Scrutiny Board (Children's Services) be approved.

**DATE OF PUBLICATION:** 24<sup>th</sup> June 2010  
**LAST DATE FOR CALL IN:** 1<sup>st</sup> July 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 2<sup>nd</sup> July 2010)

Draft minutes to be approved at the meeting  
to be held on Wednesday, 21st July, 2010

This page is intentionally left blank



## **FORWARD PLAN OF KEY DECISIONS**

1 July 2010 – 31 October 2010

## **What is the Forward Plan?**

The Forward Plan is a list of the key decisions the Authority intends to take during the period 1 July 2010 – 31 October 2010. The Plan is updated monthly and is available to the public 14 days before the beginning of each month.

## **What is a Key Decision?**

A Key decision, as defined in the Council's Constitution is an executive decision which is likely to:

- result in the Authority incurring expenditure or making savings over £250,000 per annum, or
- have a significant effect on communities living or working in an area comprising 2 or more wards

## **What does the Forward Plan tell me?**

The Plan gives information about:

- what key decisions are coming forward in the next four months
- when those key decisions are likely to be made
- who will make those decisions
- what consultation will be undertaken
- who you can make representations to

## **Who takes key decisions?**

Under the Authority's Constitution, key decisions are taken by the Executive Board or Officers acting under delegated powers.

## **Who can I contact?**

Each entry in the Plan indicates the names of all the relevant people to contact about that particular item. In addition, the last page of the Forward Plan gives a complete list of all Executive Board members.

## **How do I make contact?**

Wherever possible, full contact details are listed in the individual entries in the Forward Plan. If you are unsure how to make contact, please ring Leeds City Council and staff there will be able to assist you:

**Leeds City Council - Telephone: 0113 2474357**

## **How do I get copies of agenda papers?**

The agenda papers for Executive Board meetings are available five working days before the meeting from:

Ian Walton, Governance Services, Civic Hall, Portland Crescent, Leeds, LS1 1UR

Telephone: 0113 2474350

Fax: 0113 3951599

Email: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk)

On occasions, the papers you request may contain exempt or confidential information. If this is the case, it will be explained why it will not be possible to make copies available.

### **Where can I get copies of the Plan?**

Copies of the Plan are available free of charge upon request to Leeds City Council. The Plan is regularly updated and for legal reasons is formally published on a monthly basis on the following dates:

#### **2010 2011**

16 <sup>th</sup> July 2010	17 <sup>th</sup> December 2010
17 <sup>th</sup> August 2010	17 <sup>th</sup> January 2011
16 <sup>th</sup> September 2010	14 <sup>th</sup> February 2011
15 <sup>th</sup> October 2010	17 <sup>th</sup> March 2011
16 <sup>th</sup> November 2010	15 <sup>th</sup> April 2011

### **About this publication**

For enquiries about the Forward Plan of Key Decisions please:

E-mail: [cxd.councilandexec@leeds.gov.uk](mailto:cxd.councilandexec@leeds.gov.uk) or telephone: 0113 247 4357

Visit our website [www.leeds.gov.uk](http://www.leeds.gov.uk) for more information on council services, departments, plans and reports.

This publication can also be made available in Braille or audio cassette. Please call: 0113 247 4357

If you do not speak English and need help in understanding this document, please phone: 0113 247 4357 and state the name of your language.



We will then make arrangements for an interpreter to contact you. We can assist with any language and there is no charge for interpretation.

(Bengali):-

যদি আপনি ইংরেজীতে কথা বলতে না পারেন এবং এই দলিলটি বুঝতে পারার জন্য সাহায্যের দরকার হয়, তাহলে দয়া করে 0113 2243462 এই নম্বরে ফোন করে আপনার ভাষাটির নাম বলুন। আমরা তখন আপনাকে লাইনে থাকতে বলে কোন দোভাষীর (ইন্টারপ্রিটার) সাথে যোগাযোগ করব।

(Chinese):-

凡不懂英語又須協助解釋這份資料者，請致電 0113 22 43462 並說明本身所需語言的名稱。當我們聯絡傳譯員時，請勿掛斷電話。

(Hindi):-

यदि आप इंग्लिश नहीं बोलते हैं और इस दस्तावेज़ को समझने में आपको मदद की ज़रूरत है, तो कृपया 0113 224 3462 पर फ़ोन करें और अपनी भाषा का नाम बताएँ। तब हम आपको होल्ड पर रखेंगे (आपको फ़ोन पर कुछ देर के लिए इंतज़ार करना होगा) और उस दौरान हम किसी इंटरप्रिटर (दुभाषिण) से संपर्क करेंगे।

(Punjabi):-

ਅਗਰ ਤੁਸੀਂ ਅੰਗਰੇਜ਼ੀ ਨਹੀਂ ਬੋਲਦੇ ਅਤੇ ਇਹ ਲੇਖ ਪੱਤਰ ਸਮਝਣ ਲਈ ਤੁਹਾਨੂੰ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰ ਕੇ 0113 22 43462 'ਤੇ ਟੈਲੀਫ਼ੋਨ ਕਰੋ ਅਤੇ ਅਪਣੀ ਭਾਸ਼ਾ ਦਾ ਨਾਮ ਦੱਸੋ. ਅਸੀਂ ਤੁਹਾਨੂੰ ਟੈਲੀਫ਼ੋਨ 'ਤੇ ਹੀ ਰਹਿਣ ਲਈ ਕਹਾਂ ਗੇ, ਜਦ ਤਕ ਅਸੀਂ ਦੁਭਾਸ਼ੀਏ (Interpreter) ਨਾਲ ਸੰਪਰਕ ਬਣਾਵਾਂ ਗੇ.

(Urdu):-

اگر آپ انگریزی نہیں بولتے ہیں اور آپ کو یہ دستاویز سمجھنے کیلئے مدد کی ضرورت ہے تو براہ مہربانی اس نمبر 0113 22 43462 پر فون کریں اور ہمیں اپنی زبان کا نام بتائیں۔ اس کے بعد ہم آپ کو لائن پر ہی انتظار کرنے کیلئے کہیں گے اور خود ترجمان (انٹریپرٹیر) سے رابطہ کریں گے۔

**LEEDS CITY COUNCIL**

**FORWARD PLAN OF KEY DECISIONS**

For the period 1 July 2010 to 31 October 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)
----------------------	-----------------------	----------------------------------	------------------------------	---	--

<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)
<p>Request to enter into a Supporting People contract with Leeds Partnership NHS Foundation Trust with an approximate total annual contract value of £1,499,591.02</p> <p>Authorisation to enter into a Supporting People contract with Leeds Partnership NHS Foundation Trust for a period of 2(+1) years. This is for the following services: Specialised Supported Living Service 1 (multiple disability) Specialised Supported Living Service 2 (complex behaviour)</p> <p>This is at an approximate annual cost of £1,499,591.02</p>	Director of Environment and Neighbourhoods	1/7/10	n/a	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

<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)
Collection of Local Taxation 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	Chief Revenues and Benefits Officer	1/7/10	Director of Resources	Report on values by type	Chief Revenues and Benefits Officer steve.carey@leeds.louv.uk
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	1/7/10	Director of Resources	Report on values by type	Chief Revenues and Benefits Officer peter.hutchinson@leeds.gov.uk
Corporate Contract for the Supply of Milk, Yogurt and Dairy Produce Acceptance of tender	Director of Children's Services	1/7/10	Consultation with client departments	Consultation with client departments	Director of Children's Services ian.parker@leeds.gov.uk

<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)
Morley Conservation Area To amalgamate and extend the Morley Town Centre and Morley Dartmouth Park Conservation Area into the Morley Conservation Area and adopt the Morley Conservation Area Appraisal and Management Plan as non-statutory planning guidance	Chief Planning Officer	1/7/10	Ongoing consultation since May 2008 with the local community, Ward Members, Morley Town Council and other bodies	Report and Morley Conservation Area Appraisal and Management Plan	Chief Planning Officer phil.ward@leeds.gov.uk
Funding for Voluntary Sector Organisations delivering youth work in 2010/11 Waiver of Contracts Procedure Rules in relation to Youth Work delivered by VCFS organisations in 2010/11	Chief Officer - Early Years and Integrated Youth Service	1/7/10	N/A	Waiver of contract procedure rules in relation to Youth Work delivered by VCFS organisations in 2010/11	Chief Officer - Early Years and Integrated Youth Service john.paxton@leeds.gov.uk

<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)
S106 Thorpe Lane / Bradford Road Junction Permission to finance construction of the Thorpe Lane scheme, an intrinsic part of the S106 agreement with the Sharpe Lane, Middleton Development. Additional fees for an enlarged Geotechnical Study and consequent redesign of the scheme.	Director of Resources	1/7/10	Initial member consultation, Stage 1 Safety Audit and internal consultation has taken place	None	Director of City Development dave.wilson@leeds.gov.uk
New Generation Transport(NGT):Proposed Highway Design Approval for the NGT highway design.	Chief Officer (Highways and Transportation)	1/7/10	Extensive consultation carried out on the NGT proposals	Highways and Transportation Board Report	Chief Officer (Highways and Transportation) andrew.wheeler@leeds.gov.uk
Parks Service Review To approve the implementation of a new management structure for the Parks and Countryside Service in City Development	Chief Recreation Officer	1/7/10	Staff concerned, Trades Union	Review Report	Chief Recreation Officer richard.mond@leeds.gov.uk

<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)
Aiming High for Disabled Children Capital Scheme Number 15466/EQT/000 To give authority to incur expenditure of £379,042. This is the last year of the grant which is fully funded by the Department for Education	Director of Resources	1/7/10	Disabled Children's Programme Board	Aiming High for Disabled Children (AHDC) Better Support for Families	Director of Resources Gill.Parkinson@leeds.gov.uk
Aiming High for Disabled Children Capital Scheme Number 15466/BLD/000 To give authority to incur expenditure of £250,915. This is the last year of the grant which is fully funded by the Department for Education	Director of Resources	1/7/10	Disabled Children's Programme Board	Aiming High for Disabled Children (AHDC) Better Support for Families	Director of Resources Gill.Parkinson@leeds.gov.uk
Disabled Facilities Grant 2010/11 Capital Scheme 98040. Category C DOD Authority to spend for a category C capital scheme	Chief Officer Environmental Services	1/7/10	Consultations are ongoing with Exec Member E&N and regular scrutiny board reports.	Design and Cost report/DDN	Chief Officer Environmental Services andy.beattie@leeds.gov.uk

<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)
Provision of Asbestos Surveying contracts for the ALMO's and BITMO A decision is required to extend the current contracts for Asbestos surveying for the ALMO's and BITMO so that they conclude as the newly procured contracts will commence in April 2011. The contracts are currently worth around £766k	Director of Environment and Neighbourhoods	1/7/10	None	None.	Director of Environment and Neighbourhoods John.Statham@leeds.gov.uk
Provision of Stair Lift contracts for the ALMO's and BITMO A decision is required to extend the current contracts for the provision of stair lifts for the ALMO's and BITMO so they conclude when the newly procured contracts commence in April 2011	Director of Environment and Neighbourhoods	1/7/10	Previously undertaken	None.	Director of Environment and Neighbourhoods John.Statham@leeds.gov.uk



<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)
Decision regarding the contract with Great Places (formerly Manchester Methodist Housing Association) Floating Support Service contract Decision regarding the remodelling of the current St Anne's Hostel service and expansion of the Resettlement Floating Support Service	Director of Environment and Neighbourhoods	1/7/10	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk
Award of care and support contract(s) for 17 bed autism supported living service (Branding Court) from autism supported living framework agreement To agree the award of the contracts for the service	Director of Adult Social Services	1/7/10	Service users and carers will be involved in selecting providers from the framework agreement	A Delegated Decision Panel Report	Director of Adult Social Services helen.gee@leeds.gov.uk

<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)
East Leeds Household Waste Sort Site Re-development To award contract to redevelop this waste recycling facility	Chief Officer Environmental Services	1/7/10	Local residents and Councillors prior to works commencing	Tender Documents	Chief Officer Environmental Services susan.upton@leeds.gov.uk
Request to enter into a Supporting People Contract with HFT (formerly Home Farm Trust) Supported Living Service at a total contract value of approximately £297,648.09 per annum Authorisation to enter into a Supporting People Contract with HFT (formerly Home Farm Trust) Supported Living Service at a total contract value of approximately £297,648.09 per annum	Director of Environment and Neighbourhoods	1/7/10	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

<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)
<p>Request to enter into a Supporting People contract with St Anne's Community Services for 6 Learning Disability Services</p> <p>Authorisation to enter into a Supporting People contract with St Anne's Community Services for 6 Learning Disability Services (Ex Trust Group Homes, Ashwood Villas, Hall Parks, Low Lane, Fearnville Grove, and North Grove Drive) at a total contract value of approximately £921,022.75 per annum</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/7/10</p>	<p>N/A</p>	<p>Report to be presented to the Delegated Decision Panel</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Update report on Aire Valley Leeds and Accelerated Development Zone (ADZ)</p> <p>Executive Board to support the principle of an urban-eco settlement and the approach outlined in the report</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>21/7/10</p>	<p>CLT, LMT, and Development Plan Panel</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development richard.askham@leeds.gov.uk</p>

<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)
Leeds South Bank Planning Statement and City Centre Park Note the outcome to data of feasibility undertaken and agreement to commence consultation on the draft planning statement for Leeds South Bank and further feasibility work on the delivery of the city centre park	Executive Board (Portfolio: Development and Regeneration)	21/7/10	Executive Member for Development and Regeneration Full consultation on Draft Planning Statement post Executive Board	The report to be added to the decision maker with the agenda for the meeting	Director of City Development jane.cash@leeds.gov.uk
Sovereign Street Agree proposals for bringing Sovereign Street forward for redevelopment with associated high quality greenspace	Executive Board (Portfolio: Development and Regeneration)	21/7/10	Executive Member for Development and Regeneration	The report to be issued to the decision maker with the agenda for the meeting	Chief Asset Management Officer jane.cash@leeds.gov.uk

<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)
Leeds LDF - Local Development Scheme Executive Board Approval of Resubmission LDS (following consideration by Secretary of State)	Executive Board (Portfolio: Development and Regeneration)	21/7/10	Development Plan Panel and Government Office for Yorkshire and the Humber (GOYH) have previously been considered	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development david.feeney@leeds.gov.uk
The Future of Council Housing Project The project's objective is to deliver an appraisal which will identify, assess and recommend the most desirable, viable and achievable option(s) to deliver the long term vision for council housing in Leeds	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	With all key stakeholders including Members, Tenants and Leaseholders, Housing Providers internal and external	The report to be issued to the decision maker with the agenda for the meeting	Chief Housing Services Officer neil.evans@leeds.gov.uk

<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)
<p>The Leeds Regeneration Framework, 2010 to 2030 Approval of the Leeds Regeneration Framework. This includes :-</p> <ol style="list-style-type: none"> <li>1. The strategy element, which consists of the Vision, the new objectives and the mechanism for determining where, when and how regeneration should take place across Leeds over the next 20 years.</li> <li>2. The programme element, which sets out the headline milestones to be achieved within each of our current and planned major regeneration programmes.</li> </ol>	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	A wide-ranging consultation process has been ongoing since Sept 2009. This has been led by the Chief Regeneration Officer, and has involved a large number of internal and external stakeholders. Papers on the proposed framework have been taken to, and supported by, a number of key groups, including Strategic Leadership Team, Worklessness Strategic Outcomes Group and Narrowing the Gap Board. In addition, consultation has taken place with senior management teams across the Council, and with Members and Chief Officers. Further consultation is planned for early next year, including with the Youth Parliament.	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods stephen.boyle@leeds.gov.uk

<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)
ALMO Annual Reports 09/10 Approval and comments on the ALMO annual reports to the Council covering the period April 2009 – March 2010	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	Previously Undertaken	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods john.statham@leeds.gov.uk
Golden Triangle Partnership - Partnership Agreement - Transfer of Executive Powers from Executive Board The transfer of specific powers from Executive Board to the Golden Triangle Partnership Board through a partnering agreement between Leeds, City of York and Harrogate Borough Council	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	The consultation has already taken place between the three local authorities legal representatives in developing the partnering agreement. The progress of this agreement has been tracked by the partnership board.	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods ernie.gray@leeds.gov.uk
Outcome of statutory notice on the Future of Primrose High School Final decision on the future of Primrose High School	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 16 April to 28 May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds dirk.gilleard@educationleeds.co.uk

<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 future of educational provision on the current City of Leeds site The Executive Board are asked to approve the development of educational options on the site.	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 16 April to 28 May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds dirk.gilleard@educationleeds.co.uk
Neighbourhood Network Services Review outcome and approval of the way forward for the award of contracts	Executive Board (Portfolio: Adult Health and Social Care)	21/7/10	Neighbourhood Network Review Panel	The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services dennis.holmes@leeds.gov.uk
Outcome of statutory notice on the future of City of Leeds High School Final decision on the future of City of Leeds High School	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 16 April to 28 May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds dirk.gilleard@educationleeds.co.uk
Outcome of statutory notice on the future of Parklands Girls School Final decision on the future of Parklands Girls School	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 16 April to 28 May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds pat.toner@educationleeds.co.uk



<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)
Outcome of consultation on proposals to expand four primary schools Permission to publish statutory notice to expand four primary schools	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 30 <sup>th</sup> April – 28 <sup>th</sup> May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds george.turnbull@educationleeds.co.uk
Outcome of consultation on proposals to make changes to Horsforth primary schools Permission to publish statutory notice to make changes to Horsforth primary school	Executive Board (Portfolio: Children's Services)	21/7/10	Consultation ran Jan/Feb 2010, statutory notice ran 16 <sup>th</sup> April to 28 <sup>th</sup> May 2010	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds george.turnbull@educationleeds.co.uk
Area Delivery Plans 2010/11 Endorsement of 10 Area Delivery Plans	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	Elected Members, Area Committees, Regeneration Management Teams	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

<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)
Former Royal Park School <ul style="list-style-type: none"> <li>• Consideration of offers for disposal of property</li> <li>• Consideration of request to waive payment of Court costs</li> </ul>	Executive Board (Portfolio: Development and Regeneration)	21/7/10	Hyde Park and Woodhouse and Headingley Ward Members	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development john.ramsden@leeds.gov.uk
Self Directed Support Recent progress report on SDS implementation and agree start date for SDS and all new customers	Executive Board (Portfolio: Adult Health and Social Care)	21/7/10		The report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Services john.lennon@leeds.gov.uk
Treatment of kerbside collected food waste Approval of strategy and business case for procurement of food waste processing capacity	Executive Board (Portfolio: Environmental Services)	21/7/10	Waste Solution Programme Board, Planning, City Development	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods andrew.mason@leeds.gov.uk

<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)
<p>St Mary's Catholic Comprehensive School, Menston: Artificial Sports Pitch</p> <p>Approval to proceed with the provision of a new artificial sports pitch at St. Mary's Catholic Comprehensive School in Menston, and to incur expenditure from the approved capital programme.</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>21/7/10</p>	<p>St. Mary's Catholic Comprehensive School, Menston</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds tony.palmer@educationleeds.co.uk</p>
<p>Agreement to enter into a lease of the St Aidan's (former) Opencast Coal Site at Swillington to the Royal Society for the Protection of Birds</p> <p>A. Are the Heads of Terms for the lease acceptable? B. Is the RSPB's forward plan acceptable?</p>	<p>Executive Board (Portfolio: Development and Regeneration)</p>	<p>21/7/10</p>	<p>Extensive consultations are being carried out on the RSPB's forward plan.</p>	<p>The report will be issued to the decision maker with the agenda for the meeting</p>	<p>Director of City Development max.rathmell@leeds.gov.uk</p>

<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)
Homeless Prevention Fund Approval to amend the current criteria for the Homeless Prevention Fund so that loans, in addition to grants, can be offered to households to prevent homelessness	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods Rob.McCartney@leeds.gov.uk
Leeds Breathing Space Scheme Approval for Leeds City Council to join the Breathing Space scheme that is administered by Wakefield District Council	Executive Board (Portfolio: Neighbourhoods and Housing)	21/7/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods Rob.McCartney@leeds.gov.uk
Treasury Management Annual Report 2009/10 To approve the treasury management annual report 2009 /10	Executive Board (Portfolio: Resources and Corporate Functions)	21/7/10	None	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources maureen.taylor@leeds.gov.uk
Transport Policy The future of discretionary free transport to secondary schools	Executive Board (Portfolio: Children's Services)	21/7/10	Public consultation with all stakeholders	The report to be issued to the decision maker with the agenda for the meeting	Chief Executive of Education Leeds viv.buckland@educationleeds.co.uk

<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)
Financial Support to Leeds City Credit Union To approve the use of Yorkshire Forward financial inclusion grant funding to reduce LCCU's loan indebtedness to the Council	Executive Board (Portfolio: Resources and Corporate Functions)	21/7/10	None	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources paul.broughton@leeds.gov.uk
Mercury emissions abatement from crematoria To approve a strategy for abating at least 50% of mercury emissions from the Council's crematoria, with funding arrangements	Executive Board (Portfolio: Leisure)	21/7/10	Finance, Procurement, Leeds' undertakers, Federation of Burial and Cremation Authorities	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development richard.mond@leeds.gov.uk
Leeds City Council Banking Contract Delegated Executive decision (key) subject to call in for the appointment of approved supplier(s) for the provision of the councils banking and payment card service requirements for April 2011.	Director of Resources	23/7/10	Banking Project Board and Council Finance Heads	A recommendation report to Banking Project Board to appoint a preferred supplier arising from the tender evaluation	Director of Resources andrew.cameron@leeds.gov.uk

<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)
<p>Seek permission to award the contract for housing related support to older people in the West North West area of Leeds following identification of a successful organisation through the completion of a competitive tendering exercise</p> <p>Authorisation to award the contract for housing related support to older people in the West North West Area of Leeds, to the successful organisation following completion of the tender exercise</p>	<p>Director of Environment and Neighbourhoods</p>	<p>1/8/10</p>	<p>n/a</p>	<p>Report to be presented to the Delegated Decision Panel and all tender documents available if required</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>

<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)
Request to enter into a Supporting People Contract with St Anne's Community Services Floating Supported Living Service at a total contract value of approximately £260.284.24 per annum Authorisation to enter into a Supporting People Contract with St Anne's Community Services Floating Supported Living Service at a total contract value of approximately £260.284.24 per annum	Director of Environment and Neighbourhoods	1/8/10	N/A	Report to be presented to the Delegated Decision Panel	Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk

<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)
<p>Contract Award To approve the award of a 4 year framework contract for the ongoing landfill disposal of municipal wastes collected by Streetscene Services. The contract also looks to encourage bids from organisations who can offer landfill diversion options utilising any existing merchant capacity.</p>	<p>Director of Environment and Neighbourhoods</p>	<p>2/8/10</p>	<p>Corporate Procurement Unit(including legal services), Waste Solution Programme Board.</p>	<p>Contract Award Report</p>	<p>Director of Environment and Neighbourhoods susan.upton@leeds.gov.uk</p>



<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)
<p>The Provision of a Corporate Electronic Document &amp; Records Management System (EDRMS) and Implementation Support Services- Scheme Ref: LCCITS090012</p> <p>To award the contract to the successful tenderer. The tender for the above is currently underway with the anticipation that the contract be awarded in August 2010.</p>	<p>Assistant Chief Executive (Planning, Policy and Improvement)</p>	<p>2/8/10</p>	<p>ICT Strategic Sourcing / Central Procurement Unit / EDRMS Project Board</p>	<p>Tender pack and tender submissions</p>	<p>Assistant Chief Executive (Planning, Policy and Improvement) claire.grundy@leeds.gov.uk</p>
<p>Domiciliary Care Strategy</p> <p>To approve proposed changes including the development of a reablement service</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>25/8/10</p>	<p>Area Committees and Ward Councillors</p>	<p>The report is to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services lynda.bowen@leeds.gov.uk</p>

<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)
New Chapter for Leeds Libraries To consult on proposals to make Leeds Libraries and Information Service more relevant to peoples' needs in response to their changing use.	Executive Board (Portfolio: Leisure)	25/8/10	To commence after Executive Board call in period for 6 weeks to be followed by further report to future Executive Board meeting.	The report to be issued to the decision maker with the agenda for the meeting	Director of City Development catherine.blanshard@leeds.gov.uk
Lifetime Neighbourhoods for Leeds - Round 6 housing PFI Project Updated position on the round 6 housing PFI Project	Executive Board (Portfolio: Neighbourhoods and Housing)	25/8/10	Refer to Appendix 3 of Executive Board 12 February 2010	Executive Board report 12th Feb 2010 and Outline Business Case	Director of Environment and Neighbourhoods christene.addison@leeds.gov.uk
Adaptation Strategy Endorsing results of detailed bid solution phase. To agree the Adaptation Strategy for implementation	Executive Board (Portfolio: Neighbourhoods and Housing)	25/8/10	Previously undertaken	The report to be issued to the decision maker with the agenda for the meeting	Chief Officer Environmental Services helen.freeman@leeds.gov.uk

<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)
<p>Changing the Workplace Programme Approval of detailed business case including preferred workplace solution plus authorisation for funding to deliver phase 1 City Centre</p>	<p>Executive Board (Portfolio: Resources and Corporate Functions)</p>	<p>25/8/10</p>	<p>CLT, Cabinet</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Assistant Chief Executive (Planning, Policy and Improvement) jane.watson@leeds.gov.uk</p>
<p>Provision of a major building works in relation to the Leeds Primary Capital Programme Approval to proceed with a major building programme to construct three replacement primary school and carry out major refurbishment and remodelling works at a further three schools, and to incur expenditure from the approved capital programme</p>	<p>Executive Board (Portfolio: Children's Services)</p>	<p>25/8/10</p>	<p>Richmond Hill, Greenhill, Gildersome, Swillington, SS Peter and Paul RC, and Oulton Primary Schools</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Chief Executive of Education Leeds tony.palmer@educationleeds.co.uk</p>

<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)
1st Quarter Financial Health Report In noting the financial position after three months for the Authority a decision will be required as to the treatment of any variation identified.	Executive Board (Portfolio: Resources and Corporate Functions)	25/8/10		The report to be issued to the decision maker with the agenda for the meeting	Director of Resources doug.meeson@leeds.gov.uk
Capital Programme Quarter One Update 2010/22 To update and approve the capital programme position as at quarter 1	Executive Board (Portfolio: Resources and Corporate Functions)	25/8/10	None	The report to be issued to the decision maker with the agenda for the meeting	Director of Resources maureen.taylor@leeds.gov.uk
To award a contract to Methodist Homes Request to waive contract procedure rule 13 in respect of the Moor Allerton Extra Care Housing Scheme (Yew Tree Court) and Dementia Day Care Scheme (Bay Tree Resource Centre)	Director of Adult Social Services	1/9/10	Legal and Procurement	Report to the DASS	Director of Adult Social Services dennis.holmes@leeds.gov.uk

<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)
<p>The future of Council Housing Project: The project's objective is to deliver an appraisal which will identify, assess and recommend the most desirable, viable and achievable option(s) to deliver the long term vision for Council housing in Leeds</p> <p>Authorisation to proceed with the project</p>	<p>Executive Board (Portfolio: Neighbourhoods and Housing)</p>	<p>13/10/10</p>	<p>With all key stakeholders including members, tenants and leaseholders, Housing Providers internal and external</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Environment and Neighbourhoods neil.evans@leeds.gov.uk</p>
<p>Residential Care Strategy for Older People in Leeds</p> <p>Approval to consult on options for future provision of long term residential care services</p>	<p>Executive Board (Portfolio: Adult Health and Social Care)</p>	<p>13/10/10</p>	<p>All stakeholders</p>	<p>The report to be issued to the decision maker with the agenda for the meeting</p>	<p>Director of Adult Social Services dennis.holmes@leeds.gov.uk</p>

<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)
Allocation of RHB funded clearance sites to Affordable Housing Strategic Partnership Authorisation of the allocation of cleared sites in The Garnets, Beeston; The Crosbys, Holbeck; and St Hilda's, Cross Green to the Affordable Housing Strategic Partnership for redevelopment.	Executive Board (Portfolio: Neighbourhoods and Housing)	13/10/10	Ward Members, Legal Licensing and Registration, Area Management, Local Community Groups	The report to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods sue.morse@leeds.gov.uk

## **NOTES**

Key decisions are those executive decisions:

- which result in the authority incurring expenditure or making savings over £250,000 per annum, or
- are likely to have a significant effect on communities living or working in an area comprising two or more wards

### **Executive Board Portfolios**

### **Executive Member**

Resources and Corporate Functions	Councillor Keith Wakefield
Development and Regeneration	Councillor Richard Lewis
Environmental Services	Councillor Thomas Murray
Neighbourhoods and Housing	Councillor Peter Gruen
Children's Services	Councillor Judith Blake
Leisure	Councillor Adam Ogilvie
Adult Health and Social Care	Councillor Lucinda Yeadon
Leader of the Conservative Group	Councillor Andrew Carter
Leader of the Liberal Democrat Group	Councillor Stewart Golton
Leader of the Green Group	Councillor Ann Blackburn
Advisory Member	Councillor Jane Dowson

In cases where Key Decisions to be taken by the Executive Board are not included in the Plan, 5 days notice of the intention to take such decisions will be given by way of the agenda for the Executive Board meeting.

**LEEDS CITY COUNCIL**

**BUDGET AND POLICY FRAMEWORK DECISIONS**

<b>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>
Budget	Council	23 <sup>rd</sup> February 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Resources
Council Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	
Children & Young People's Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Community Strategy	Council	2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Council Business Plan	Council	July 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Crime and Disorder Reduction Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods

P  
0  
1  
48



<b>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>
Development Plan documents	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Local Transport Plan	Council	2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Plans and alterations which together comprise the Development plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Youth Justice Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Children's Services
Licensing Authority Policy Statement	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Corporate Governance)
Leeds Strategic Plan	Council	July 2011	Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Assistant Chief Executive (Policy, Planning and Improvement)
Safer Leeds Partnership Plan 2008	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Environments and Neighbourhoods
Health and Wellbeing Partnership Plan	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Adult Social Care

<b>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>
Economic Development Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Climate Change Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of City Development
Leeds Housing Strategy	Council		Via Executive Board	Report to be issued to the decision maker with the agenda for the meeting	Director of Neighbourhoods and Environment

**NOTES:**

The Council's Constitution, in Article 4, defines those plans and strategies which make up the Budget and Policy Framework. Details of the consultation process are published in the Council's Forward Plan as required under the Budget and Policy Framework.

Full Council ( a meeting of all Members of Council) are responsible for the adoption of the Budget and Policy Framework.