



SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds on
Monday, 4th October, 2010 at 10.00 am

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

MEMBERSHIP

Councillors

P Grahame (Chair) - Cross Gates and Whinmoor;
S Bentley - Weetwood;
D Blackburn - Farnley and Wortley;
B Chastney - Weetwood;
M Hamilton - Headingley;
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;
A Gabriel - Beeston and Holbeck;

Please note: Certain or all items on this agenda may be recorded on tape

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A G E N D A

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| 1 | | | <p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Chief Democratic Services Officer at least 24 hours before the meeting.)</p> | |
| 2 | | | <p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <p>1 To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report.</p> <p>2 To consider whether or not to accept the officers recommendation in respect of the above information.</p> <p>3 If so, to formally pass the following resolution:-</p> <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:-</p> | |

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| 3 | | | <p>LATE ITEMS</p> <p>To identify items which have been admitted to the agenda by the Chair for consideration.</p> <p>(The special circumstances shall be specified in the minutes.)</p> | |
| 4 | | | <p>DECLARATIONS OF INTEREST</p> <p>To declare any personal / prejudicial interests for the purpose of Section 81 (3) of the Local Government Act 2000 and paragraphs 8 to 12 of the Members Code of Conduct.</p> | |
| 5 | | | <p>APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES</p> <p>To receive any apologies for absence and notification of substitutes.</p> | |
| 6 | | | <p>MINUTES -</p> <p>To confirm as a correct record the minutes of the meeting held on 6 September 2010</p> | 1 - 4 |
| 7 | | | <p>QUESTIONS TO THE CHIEF EXECUTIVE</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p> | 5 - 6 |
| 8 | | | <p>DECATS (DELIVERING EFFICIENT CORPORATE AND TRANSACTIONAL SERVICES)</p> <p>To receive and consider the attached report of the Assistant Chief Executive (Planning, Policy and Improvement)</p> | 7 - 10 |
| 9 | | | <p>SHARED SERVICES IN WEST YORKSHIRE</p> <p>To receive and consider the attached report of the Director of Resources</p> | 11 - 14 |

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| 10 | | | <p>ONE COUNCIL COMMUNICATIONS PROJECT</p> <p>To receive and consider the attached report of the Head of Communications</p> | 15 - 32 |
| 11 | | | <p>SCRUTINY BOARD (CENTRAL & CORPORATE) - WORK PROGRAMME, EXECUTIVE BOARD MINUTES AND FORWARD PLAN OF KEY DECISIONS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p> | 33 - 52 |
| 12 | | | <p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Monday, 1 November at 10.00 am with a pre meeting for Board Members at 9.30 am.</p> | |

Agenda Item 6

SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 6TH SEPTEMBER, 2010

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, B Chastney,
M Hamilton, A Lowe, J Hardy, K Groves,
J L Carter and A Gabriel

16 Declarations of Interest

There were no declarations of interest at this stage of the meeting.

17 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillor D Blackburn.

18 Minutes - 5 July 2010

RESOLVED – That the minutes of the meeting held on 5 July 2010, be confirmed as a correct record.

19 Questions to the Executive Board Member - Central and Corporate.

The report of the Head of Scrutiny and Member Development reminded Members of the previous agreement to invite Councillor K Wakefield to quarterly meetings to discuss issues within his portfolio. This also coincided with quarterly financial and performance information which was appended to the agenda in reports of the Director of Resources and Head of Policy and Performance.

The Chair welcomed the following to the meeting:

Doug Meeson – Chief Officer (Financial Management)

Julie Meakin – Chief Commercial Services Officer

James Rogers – Assistant Chief Executive (Planning, Policy and Improvement)

Richard Moss-Blundell – Head of Human Resources

Doug Meeson gave the Board a brief overview of issues in relation to the financial report and brought Members' attention to the following issues:

- The development of accountability aspects in financial reporting.
- The more in depth financial information provided by Chief Officers.
- Statement of Budget Risks.
- It was reported that the position at the end of the last financial year had been an improvement on the previous and larger than minimum reserves had been retained. There was a need to review reserves.
- The Housing Revenue Account.

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th September, 2010

- Council Tax collection – it was reported that this had been good in spite of the recession.
- Schools spending
- Collection of Non-Domestic Rates

In response to a question regarding the employment and associated costs of agency staff to the Council, it was reported that they could be employed for a variety of reasons such as sickness cover and assistance during peak working periods.

James Rogers was introduced to the meeting and gave an overview of the Quarter 1 Performance Report. Issues highlighted included the following:

- Council Business Plan Performance Indicators
- Analysis of efficiency
- Leadership of the City
- Central and Corporate Performance Indicators

Further to queries regarding staff appraisals, It was reported that details of the numbers of staff who had received appraisals over the past year would be sought.

The Chair welcomed Councillor Keith Wakefield, Leader of the Council to the meeting. He informed the Board of current areas of overspending, particularly in Children's Services and Adults Social Care and also made reference to the emergency budget in June and the anticipated scale of public services spending cuts which would be announced in October. It was reported that the scale of reductions would be clearer in November/December 2010.

In response to Members comments and questions, the following issues were discussed:

- Possible reconfiguration of public services and integrated services across West Yorkshire and also at a regional level.
- Challenges facing Children's Services and Adult Social Care which were both demand led services.
- Staff appraisals and staff development. Richard Moss-Blundell updated the Board on the position with staff appraisals following disappointment expressed regarding the lack of engagement at the time of the last staff survey. Appraisal co-ordinators had been identified across each service area and encouraging progress had been made. There had been a change to reporting systems which had provided a more consistent approach and all staff should receive an appraisal.
- Investment in IT
- The 'One Council' Approach

The Chair thanked all those present for this item.

RESOLVED – That the report be noted.

(Councillors Bentley, L Carter, Chastney and Hamilton joined the meeting at 10.25 a.m.; Councillor Lowe joined the meeting at 10.35 a.m.)

20 Vision for Leeds 2011 to 2030 - progress with development and next steps

The report of the Director of Leeds Initiative informed the Board that this was the 3rd Vision for Leeds and gave a progress update and outlined the next steps including the public consultation phase.

The Chair welcomed Martin Dean, Deputy Director Leeds Initiative and Sally Corcoran, Planning, Policy and Improvement to the meeting.

It was reported that there were 3 areas of major change to the Vision:

- Environment – Climate Change Strategy
- Economy – Change in what can be achieved and effects of the recession
- Population growth – Leeds population could reach one million by 2030

Consultation had been held with key stakeholders and the following issues had been highlighted:

- For the Leeds economy to be prosperous and sustainable
- That communities should be safe, healthy and successful with opportunity for people to progress
- That by 2030 Leeds would be internationally recognised as the best city in Britain

The Board was informed of the timetable for the remainder of the consultation period and in response to comments and questions, the following issues were discussed:

- The last time the Vision was produced over 2,000 questionnaires were received giving feedback. It was not anticipated that there would be as many questionnaires on this occasion due to the increased use of social media.
- Consulting harder to reach groups and those not usually targeted for such consultation.
- How the Vision would be used to set policy and deliver services.

RESOLVED – That the report be noted.

21 Scrutiny of Various Procurement Issues

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th September, 2010

The report of the Head of Scrutiny and Development referred to the Board's request to invite Procurement Officers to discuss issues relating to procurement and the update on revisions to Contract Procedure rules including the involvement of Elected Members in the procurement process.

The Chair welcomed the following to the meeting:

- Wayne Baxter, Chief Procurement Officer
- Dean Backhouse, Procurement Compliance and Registration Manager

In brief summary and in response to Members comments and questions, the following issues were discussed:

- Monitoring of previous scrutiny recommendations relating to procurement
- Contract Procedure Rules – the code of practice included consultation with Elected Members and guidelines on how to do so.
- Program of negotiation with existing contracts – it was reported that the Council was aiming to achieve at least a stand still on costs with existing contracts
- Sourcing local firms – this was affected by European Directives where contracts above a certain level had to be available to anyone across Europe.

RESOLVED – That the report be noted.

(Councillors L Carter and A Gabriel left the meeting at 11.55 a.m. and 12.00 p.m. respectively, during the discussion on this item)

22 Work Programme

The report of the Head of Scrutiny and Member Development detailed the Board's Work Programme. Also attached was the Forward Plan of Key Decisions and recent Executive Board Minutes.

Members attention was brought to the following items that would be considered at the October meeting of the Board:

- Shared Services
- DECATS – including Review of Communications

It was also reported that the new Chief Executive, Tom Riordan would be invited to a future meeting of the Board.

RESOLVED – That the report be noted.

23 Date and Time of Next Meeting

Monday, 4 October 2010.

Draft minutes to be approved at the meeting
to be held on Wednesday, 15th September, 2010

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: October 4th 2010

Subject: Questions to the Chief Executive.

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

- 1.1 At its September meeting the Board agreed to invite the Chief Executive, Tom Riordan, to today's meeting.
- 1.2 The purpose of the invitation was to give Board members an opportunity to meet Mr. Riordan and to discuss with him the similar themes raised on a quarterly basis with the Leader of the Council, Cllr Wakefield: These have included the Council's strategies with dealing with the emerging financial landscape and the likely organisational changes necessary to meet those likely financial and service delivery challenges.
- 1.3 Elsewhere on this agenda are papers on Delivering Efficient Corporate and Transactional Services (DECATS) and Shared Services and these may be of particular significance to this item.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;
- (i) Engage in a discussion with the Chief Executive

Background Papers

None used

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Report of the Assistant Chief Executive (Planning, Policy and Improvement)

Scrutiny Board (Central & Corporate Functions)

Date: 4 October 2010

Subject: DECATS (Delivering Efficient Corporate and Transactional Services)

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| <p>Electoral Wards Affected:</p> <p>All</p> |
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|--|
| <p>Specific Implications For:</p> <p>Ethnic minorities <input type="checkbox"/></p> <p>Women <input type="checkbox"/></p> <p>Disabled people <input type="checkbox"/></p> <p>Narrowing the Gap <input type="checkbox"/></p> |
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1.0 Purpose of this Report

1.1 To outline the DECATS programme in Leeds and to highlight the key findings which will inform the delivery of the council's broader change programme

2.0 Background Information

2.1 Leeds City Council is one of 15 local authorities who have participated in the national DECATS programme co-ordinated by Local Partnerships on behalf of the Local Government Association (LGA).

2.2 The programme is aimed at supporting local government to deliver significant efficiencies whilst protecting front-line services. This is achieved by developing an individual case for change, using a proven review methodology.

2.3 The review at Leeds City Council was jointly managed by Local Partnerships' delivery partner PricewaterhouseCoopers (PwC) and the council's business change team between December 2009 to June 2010.

2.4 The council faces some tough decisions related to efficiency savings and prioritisation of its services and there is an expectation that every penny spent is done in the most effective and efficient way possible.

2.5 The programme has been aligned with the council's broader change programme, including projects covering changing the workplace, customer access and procurement and commissioning.

3.0 Key findings from the Review

- 3.1 The DECATS review is essentially a diagnostic exercise which looks across the whole council to determine how much resource is dedicated to providing certain support and transactional type functions/processes e.g. the number of people involved in enquiry handling; the number of people involved in HR; the number of people involved in performance management etc. Overall, the data is broken down into 36 different activities/processes. The data also identifies the number of systems used to support the delivery of such activities/functions/processes. The exercise was broken down into three stages as follows:
- 3.2 **Stage 1 Gathering data** - Activity and process data was collected in a standardised way across the council split across 206 service areas. The approach allowed direct engagement with service managers responsible for each service area.
- 3.3 Data collected included staffing allocations (looking at over 15,000 FTEs across the council – excluding ALMOs and schools staff), overall spend and the number of ICT applications which support the different activities/processes. The data collected represents a high-level overview of where the effort of the council's workforce is spent. Leeds City Council's data can then be analysed against what might ordinarily be expected to be found and compared to other authorities who have been through the same process. A number of key issues were highlighted including the following:
- The council delivers a high proportion of services in-house.
 - The contact centre is not used as consistently as it might with customer contact activity duplicated across a number of council services.
 - The most cost effective channels for customer contact are not always used.
 - Although there is a wide range of assessment undertaken (e.g. family assessments in social care through to the assessment of planning applications), our processes could potentially be simplified, streamlined and made more efficient.
 - Management spans of control are variable across the authority.
 - Billing and receiving payment processes could be undertaken more efficiently across the authority.
 - General administration processes are not standardised across the authority with duplication of effort (for example having to input the same information into a number of systems) across most services.
 - Commissioning and procurement processes are neither centralised nor decentralised and we do not make the most of our buying power through standardising contracting arrangements and through a category management approach.
 - Evidence suggests considerable time is spent on chasing up and working on raw data. From the interviews it was concluded that the council is 'data rich' but information poor',
 - There are 736 ICT and paper-based applications, highlighting considerable scope for process streamlining.
- 3.4 **Stage 2 - Identifying options (opportunities)** - Following the data collection exercise, a series of directorate and cross-cutting workshops were held, attended by a cross-section of senior managers and practitioners. Their purpose was to review

the initial findings of the data collection exercise and identify opportunities for improvement and efficiency across the council.

3.5 A long-list of opportunities were identified through the workshops. A prioritisation process was then undertaken to identify the following themes as ones that could deliver the greatest financial benefit to the organisation:

- Commissioning and Procurement
- Customer Access
- General Administration
- Recording and Data Entry
- Billing and Receiving Payments
- Management and Supervision
- Performance Management

3.6 **Stage 3 – The Case for Change** – Each of the seven identified areas were then developed into individual high level outline business cases. Each of these outline business cases provided a broad business justification for change and demonstrated where and when savings may be realised and the profile of investment required to make the change. These individual thematic business cases were brought together to inform an overall integrated outline business case for the Council as a whole.

4.0 **The Outline Business Case (OBC)**

4.1 The seven thematic cross-cutting opportunities are focussed around streamlining and standardising ways of working in the front office, back office and strategic core of the council, thereby maximising the ability to provide and maintain front-line services. Proposals are summarised below:

- **Commissioning and Procurement** - standardising processes and establishing a single procurement and commissioning model across the council which will be supported by the development of either a centralised, or hub and spoke team model. Improved category management and contract management is also possible to source goods and services more efficiently.
- **Customer Access** - involves greater use of more cost-effective customer access channels for enquiry handling and assessment. Duplication and administration will be reduced through the empowerment of staff to respond to customer needs at the first point of contact and increased sharing of information including a single customer record.
- **Management and Supervision** – streamlined and redesigned management structure supported by a robust competency framework to provide a clear expectation of what is expected of managers in the council. In addition, enhanced tools, systems and professional advice will be provided to support managers in managing staff effectively.
- **General Administration** - developing alternative administration and process models which can deliver more effective, professionalised and standardised administrative support to the council at lower cost.
- **Billing and Receiving Payments** - implementing a one-council approach to billing and receiving payments through streamlining end-to-end processes, encouraging up front payments and integrating systems to ensure information is entered only once.

- **Data Entry** - reducing duplication (for example, inputting information into numerous systems) and reducing reliance on paper based systems by developing solutions to enable the 'write once, use many' principle to be adhered to within the Council. This will enable the Council to have a better understanding of its customers and citizens for example through having a consolidated and single source of information.
- **Performance Management** - designing and implementing a standard approach to performance reporting and management information sharing across the council, potentially through the implementation of a 'hub and spoke' model.

5.0 Next Steps

- 5.1 The council's is now progressing the development of full business cases for each of the seven themes and, therefore, this is very much work-in-progress. In taking these proposals forward, it is important that the council recognises the scale of the challenge it faces, the investment required and the capacity needed to take these issues forward. Also, the phasing of the changes will need to be effectively planned in order to minimise the impact on front-line service provision. All of these issues will be addressed in the individual business cases.

6.0 Conclusion

- 6.1 As part of the council's change agenda, the council is committed to improving its business processes to deliver sustainable, value for money and continually improved services to the citizens of Leeds. The DECATS programme has provided evidence and ideas which will help the council decide where change needs to be made. The review has demonstrated that the council performs well in many areas because it has a solid base of high quality staff. However, the efficiency and effectiveness of the workforce is impeded by the duplication and lack of consistency across a wide range of activities, processes and systems.

7.0 Recommendations

- 7.1 The Scrutiny Board is asked to note the information provided in this report.



Originator: Clare Elliott

Tel: 0113 3952264

Report of : Director of Resources

Meeting: Scrutiny Board – Central and Corporate Functions

Date of meeting: October 4th 2010

SUBJECT: Shared Services in West Yorkshire

This Report is for;

| | | |
|---|---|--|
| Discussion Only <input checked="" type="checkbox"/> | Information Only <input type="checkbox"/> | Advice/consideration prior to taking a decision or reporting to a Committee <input type="checkbox"/> |
|---|---|--|

Decision to be taken by:

| | | | |
|------------------------|--------------------------|--|-------------------------------------|
| Full Council | <input type="checkbox"/> | Corporate Governance and Audit Committee | <input checked="" type="checkbox"/> |
| Executive Board | <input type="checkbox"/> | Standards Committee | <input type="checkbox"/> |
| An Area Committee | <input type="checkbox"/> | Member Management Committee | <input type="checkbox"/> |
| A Regulatory Committee | <input type="checkbox"/> | A Director using delegated authority | <input type="checkbox"/> |

Executive Summary

The West Yorkshire Authorities have been exploring a number of shared services options in light of the current financial challenges facing all local authorities.

£395,000 of RIEP funding has been secured to fund programme management support and to resource a number of high level business cases which will assess the viability of further collaboration on services including Highways, Legal Services, Regulatory Services and Revenues and Benefits.

The completed business cases will be considered by the West Yorkshire Chief Executives and Leaders at a dedicated shared services session on October 15th.

Leeds City Council is also involved with a number of other collaborative projects including joint work with Calderdale on National Non-Domestic Rates, a regional PSN project and a sub-regional HR project.

As projects are only at the feasibility stage, the scrutiny board is asked to comment on the direction and scope of the programme so far and raise any issues of concern.

1.0 Purpose Of This Report

- 1.1 The purpose of this report is to update the Central and Corporate Functions Scrutiny Board on the involvement of Leeds City Council in the shared services initiatives which are currently being explored and developed across the sub-region.

2.0 Background Information

- 2.1 Over the past six months there has been a strong drive from West Yorkshire Leaders and Chief Executives to move the shared services agenda forward for both frontline and support services in the sub-region.
- 2.2 Responsibility for overseeing the shared services agenda lies with the West Yorkshire Collaborative Working Group (CWG) This group, which is made up of the Councils' Corporate Directors, supports the direction set by Chief Executives and Leaders.
- 2.3 The rationale for the development of shared services across West Yorkshire has been agreed as:
- cost reduction
 - maximising return on investment
 - eliminating duplication
 - sharing expertise
 - improving flexibility
- 2.4 Given the expected reductions in local government funding through the Comprehensive Spending Review, there is a need to consider innovative service delivery models, which will generate cost efficiencies.

3.0 Progress to Date

- 3.1 To date the CWG has secured £395,000 of RIEP Funding to support the West Yorkshire Shared Services Programme. £175,000 of this funding has been used to procure essential programme management support from the Council's Public Private Partnerships Unit.

The remaining £220,000 from the Regional Efficiency and Transformation Fund is currently being utilized to develop business cases which will assess the possible ways in which the West Yorkshire Councils can more effectively collaborate in the delivery of:

- Highway Services
 - Legal Services
 - Regulatory Services (Environmental Services, Licensing, Building and Planning Control, Trading Standards)
 - Revenues and Benefits (Bradford, Kirklees and Wakefield only)
- 3.2 These high level business cases will be completed by the middle of October allowing the West Yorkshire Leaders and Chief Executives to then determine the best way forward for the individual projects.
- 3.3 Below is a summary of the probable content of each business case:

○ Highways

West Yorkshire Chief Highways Officers have identified the following five areas for potential consideration: Urban Traffic Management Control, Parking Management, Winter Operations, Highways Maintenance, Highways Public Liability

Highways procurement is also being reviewed by the Regional Procurement Project.

There may be significant opportunities for cost savings and efficiencies from collaborative and joint working on highways and more detailed work is being undertaken to establish a business case.

- Legal Services

West Yorkshire Legal Services Officers are considering ways in which the provision of some legal functions may be undertaken on a collaborative basis across West Yorkshire.

The focus of this work is to avoid duplication of expertise across the sub-region and to reduce the reliance on external legal advice.

- Regulatory Services

This work is looking at the potential for the existing Joint Services Authority to take on additional functions currently provided by each authority individually.

A detailed feasibility study will identify the present structures, detailed costs, potential savings and the effect upon service delivery of a range of regulatory activities including Licensing, Building Control and Planning Enforcement, and Environmental Health.

An independent facilitator has been commissioned to pull together this work in consultation with the relevant Council officers.

- Public Sector Network

£210,000 of the Regional Efficiency and Transformation Fund has been secured to support the development of a Regional Public Sector Network and to fund the rationalisation of the West Yorkshire data centres.

The Public Sector Network (PSN) is a national programme to drive efficiency savings of £0.5 billion. An integral part of this programme is 'G Cloud' which is a shared services offering that allows the re-use of numerous business applications and services accessed via the PSN connection. Running applications from the 'G Cloud' will reduce the need for local support, infrastructure, data centres and so forth thus reducing the overall costs of ICT as these services will be provided from centralised locations.

Leeds City Council is leading on a project to develop a joint network for Yorkshire and Humber which will allow all public sector partners to share systems, data and services anywhere in the sub-region. As well as delivering efficiency savings this project has the power to drive forward the shared services agenda. It represents a fundamental shift in the use of technology and will prompt local authorities to move towards common processes due to the reduced cost of its services.

The CWG is continuously exploring other areas for collaboration in addition to the projects which are being furthered through the Efficiency and Transformation Funding. These projects include:

- National Non-Domestic Rates

An analysis of the current volumes of business rate transactions carried out by both Leeds and Calderdale has been undertaken and on this basis a potential initial net saving of three FTE staff has been identified from an existing combined establishment of twenty four. This will amount to initial cashable efficiency savings in the region of £60,000, and will be a building block for the future integration of transactional services.

The majority of Calderdale MBC business rate processing work and customer contact will be transferred to Leeds City Council as was reported to Executive Board on 25th August.

- Human Resources

HR officers met over August to identify areas for collaboration. It was agreed that there is potential scope for joint work on procurement, CRB/ employment checks and pensions.

It is also felt that there is value in looking at transactional services in HR, including payroll.

4.0 Implications For Council Policy And Governance

4.1 At this stage in the programme there are not yet any specific implications for Leeds City Council as projects have not progressed beyond the feasibility stage.

4.2 If services did come to be delivered across local authority boundaries then there would be inevitable implications for each Council involved. However, the West Yorkshire Authorities do not have any formal decision making powers and so any changes to service delivery would need to go through the formal procedures which apply to Leeds City Council.

5.0 Legal And Resource Implications

5.1 The current shared services projects are resourced entirely through external funding. If projects are progressed beyond the feasibility stage then they will require additional financial resources.

6.0 Further Collaboration within the Leeds District

6.1 Discussions are taking place between different public sector organisations within Leeds to identify any further opportunities. These include:

- a) The Resources Partnership Group: this consists of the Council, the PCT, Police, Fire, the two Universities, Leeds College and the third sector.
- b) Estates Officers from the health sector, and the Council, who are currently mapping public sector assets across the city.

6.2 In addition the Leeds City Region is pathfinder for the government's Total Capital and Assets project which is looking at ways in which public sector assets can be used more efficiently.

7.0 Recommendations

7.1 The Scrutiny Board is asked to:

- Note the contents of this report.



Agenda Item:

Originator: Andy Carter

Tel: (39) 50393

Report of the head of communications

Scrutiny Board (central and corporate functions)

Date: 4 October 2010

Subject: One council communications project

Electoral Wards Affected:

All

Specific Implications For:

Ethnic minorities

Women

Disabled people

Narrowing the Gap

1.0 Purpose of this Report

- 1.1 To outline the 'one council communications' project, which is reviewing the current arrangement of communications functions at Leeds City Council and making recommendations for change.

2.0 Background Information

- 2.1 Historically Leeds City Council has operated a decentralised approach to communications in that communications, PR and marketing functions have not been led by one single head of service.
- 2.2 Instead, a small 'corporate' communications team was established to lead on issues such as internal communications, the council's website, publications, a press and media relations service and most recently consultation and engagement responsibility and brand and reputation management.
- 2.3 At the same time directorates have been able to resource their own communications functions as they considered appropriate. For instance, in city development marketing teams were established in order to support the directorate's revenue generating activities particularly around the sport, leisure, culture and business and enterprise agendas. City development also retains a media relations function in order to generate coverage to support its marketing and campaign work. The council's 'creative arm' (graphic design staff) also resides under city development.

- 2.4 Other directorates have created their own communications support, but there has been no consistent approach. Job grades, descriptions, the size of the team and reporting structures vary wildly. In many cases, communications has been aligned alongside or within the directorates' performance and management functions.
- 2.5 As a consequence, a coherent and co-ordinated approach to communications does not exist and the council's communications professionals do not work together in a planned way to support the authority's overall priorities and outcomes.
- 2.6 Several attempts have been made to create a proper network for closer working, through the communications sub-board and more recently the communications group, but to date this has limited success. This is, in part, due to the need for those communication resources to support their directorate priorities rather than their time being prioritised across the wider the council.
- 2.7 During 2009 an audit of the council's communications functions was carried out. This highlighted many of the issues above. More recently, at the beginning of 2010, as part of the DECATS project, data was captured around the 'process' of PR, marketing and communications. It identified that the level of resource involved in PR, marketing and communications across the council. A subsequent workshop to look at opportunities for improvement and change suggested that there was an appetite for better co-ordination of PR, marketing and communication activities.
- 2.9 Now, against a background of decreasing resources in the public sector, it has been decided to look at the council's communications resource with a view to establishing a new corporately led arrangement that is more efficient. The review is now taking forward a proposition that a 'core' team of professionals would be established to provide support across the authority on matters such as internal communications, PR, reputation and brand management, publications, marketing and web, e-communications and social media. Support would continue to be provided to the directorates. Members of staff assigned to a directorate would have a professional line of responsibility, and report to a head of communications. Under this new proposed arrangement, future communications, where appropriate, would be campaign based, supporting the council's overall priorities and outcomes.
- 2.10 It is intended that the new working arrangements would be constructed to enable efficiencies to be delivered in response to public sector budget cuts between 2011/12 and 2014/15.

3.0 Background Papers

- 3.1 A copy of the project initiation document is attached as appendix one.

4.0 Recommendations

- 4.1 Board members are asked to note the contents of the report and are invited to offer comment as appropriate.

Project Initiation Document

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|------------------------------|------------------------------------|
| Parent Programme: | n/a |
| Directorate / Service | Planning, Policy and Improvement |
| Programme Sponsor: | James Rogers |
| Programme Title: | One council communications project |

| | |
|---------------------------------|------------------------------------|
| Phase 1 Project Name | One council communications project |
| Phase 1 Project Sponsor: | James Rogers |
| Phase 1 Project Manager: | Andy Carter |

| | |
|--------------------------|---------------|
| Document Version: | Approved v3.1 |
| Date: | Sep 20 2010 |
| Author: | Andy Carter |

Purpose:

This project initiation document (PID) defines the project to review the current arrangement of communications functions at Leeds City Council and make recommendations for change. This will include the creation of a new corporate leadership model, comprising of a 'central' core team of communications, PR and marketing expertise with support for directorates also provided.

The project will seek to deliver significant savings on current communications resource in order to respond to the public sector budget reductions over the course of the next four years.

Data captured as part of the DECATS work will be used to inform the project and aid the development of the new corporately led model.

This PID indicates the overall direction and scope of the project and forms the 'contract' between the project manager and the project board.

The PID ensures that the project has a sound basis before asking the project board to make any major commitment to the project. It also acts as a base document against which the project board and project manager can assess progress, project issues and ongoing viability.

1. Document Control

1.1. Revision History

Date of this revision:

| Version | Status | Revision Date | Summary of Changes | Author |
|---------|----------|---------------|---------------------------------------|--------|
| 1.0 | Draft | 18/06 | Document creation | AC |
| 1.0 | Draft | 23/06 | Updates and more info populated | AC |
| 1.0 | Draft | 5/7 | Further amends at request of JAR | AC |
| 2.0 | Approved | 12/7 | Final revisions | AC |
| 2.1 | Approved | 19/7 | Update following project team meeting | PJ |
| 3.0 | Approved | 17/9 | Updated with amends made by JR | AC |
| 3.1 | Approved | 20/9 | Updated following meeting of PPI LT | AC |

1.2. Review & Approvals

| Name | Signature | Title | Date of Issue |
|--------------|-----------|----------------------------|---------------|
| James Rogers | | Asst chief executive (PPI) | 12/7 |
| James Rogers | | Asst chief executive (PPI) | 17/9 |
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1.3. Distribution

This document has been distributed to:

| Name | Title | Date of Issue | Version |
|----------------------------|----------------------------|---------------|---------|
| James Rogers | Asst Chief Executive (PPI) | | 2.0 |
| Project board & team | - | 12/7/10 | 2.0 |
| Steve Clough | Head of Performance | 12/7/10 | 2.0 |
| Wendy Allinson | Customer Relations Manager | 12/7/10 | 2.0 |
| Julie Meakin /Emma Jepson | CORS | 12/7/10 | 2.0 |
| Project team as at 16/7/10 | - | 22/7/10 | 2.1 |
| Project team as at 17/9/10 | - | 20/9/10 | 3.1 |
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2. Executive Summary

The 'one council communications' project has a single main outcome.

This is to create and maintain an integrated, co-ordinated and coherent communications function which provides excellent communications and assists in delivering our aspirational culture, while achieving significant cost savings.

This new way of working will be formed by a corporately led model which consists of a central team of communications, PR and marketing expertise.

Resources, as required, will be allocated, from the new corporate team, to directorates. Those communications officers who are allocated to directorates will report, and have professional accountability, to a single head of communications.

It is envisaged that the 'new' communications team will, where appropriate, take a campaign based approach to communications and particularly marketing activities, in that its activities, where possible, will be planned in advance and will support the council's overall priorities and outcomes as well as its revenue generating and commercial services.

The new corporately led communications team will be flexible and responsive to change.

The project will aim to deliver a significant saving on revenue spend for communications.

Data, collected as part of the DECATS process, and review the work completed as part of an audit of communications functions across Leeds City Council, which was carried out in the spring of 2009, will be used to inform decisions made as part of the project.

In addition, a 'communications needs assessment' will be carried out.

The project will then make recommendations for a new structure and operating protocols to include a central team of expertise but with support for each directorate.

Communications is everyone's responsibility. The new way of working will provide council communications that are two-way, open, honest and trustworthy, in plain English, regular, consistent and accessible.

It is recognised that the full implementation of this project will be a phased approach as per the timetable in section 4.6.

3. Background

Historically Leeds City Council has operated a decentralised approach to communications in that communications, PR and marketing functions have not been led by one single head of service.

Instead, a small 'corporate' communications team was established to lead on issues such as internal communications, the council's website, publications, a press and media relations service and most recently consultation and engagement responsibility and brand and reputation management.

At the same time directorates have been able to resource their own communications functions as they considered appropriate. For instance, in city development marketing teams were established in order to support the directorate's revenue generating activities particularly around the sport, leisure, culture and business and enterprise agendas. City development also retains a media relations function in order to generate coverage to support its marketing and campaign work. The council's 'creative arm' (graphic design staff) also resides under city development.

Other directorates have created their own communications support, but there has been no consistent approach. Job grades, descriptions, the size of the team and reporting structures vary wildly. In many cases, communications has been aligned alongside or within the directorates' performance and management functions.

As a consequence, a coherent and co-ordinated approach to communications does not exist and the council's communications professionals do not work together in a planned way to support the authority's overall priorities and outcomes.

Several attempts have been made to create a proper network for closer working, through the communications sub-board and more recently the communications group, but to date this has limited success. This is, in part, due to the need for those communication resources to support their directorate priorities rather than their time being prioritised across the wider the council.

During 2009 an audit of the council's communications functions was carried out. This highlighted many of the issues above. More recently, at the beginning of 2010, as part of the DECATS project, data was captured around the 'process' of PR, marketing and communications. It identified that the level of resource involved in PR, marketing and communications across the council. A subsequent workshop to look at opportunities for improvement and change suggested that there was an appetite for better co-ordination of PR, marketing and communication activities.

Now, against a background of decreasing resources in the public sector, it has been decided to look at the council's communications resource with a view to establishing a new corporately led arrangement that is more efficient. The review is now taking forward a proposition that a 'core' team of professionals would be established to provide support across the authority on matters such as internal communications, PR, reputation and brand management, publications, marketing and web, e-communications and social media. Support would continue to be provided to the directorates. Members of staff assigned to a directorate would have a professional line of responsibility, and report to a head of communications. Under this new proposed arrangement, future communications, where appropriate, would be campaign based, supporting the council's overall priorities and outcomes.

It is intended that the new working arrangements would be constructed to enable efficiencies to be delivered in response to public sector budget cuts between 2011/12 and 2014/15.

4. Project Definition

4.1. Project Scope

The following components (communications activities) are included within the scope of this project:

- **The council's communications functions.** This includes, media relations, brand and identity matters, internal communications and publications.
- **The council's web and e-communications functions.** This includes the internet and intranet, all social media activities, web and e-communications activities, the content management system and the ongoing web consolidation project.
- **The council's public relations functions.** This includes reputation and issues management matters.
- **The council's marketing functions.** This includes activity to market any council service, whether revenue generating or not, external and stakeholder communications.
- **The council's 'creative' and printing functions.** This includes, photography, graphic design, printing and print procurement activities.

The following components and activities are excluded from the scope of this project:

- Please see the 'exclusions' section on page 8.

4.2. Project Outcomes

The outcome of the one council communications project will be:

- That current council-wide communications resources, in terms of people and spend be better understood and analysed.
- A benchmarking exercise against other authorities will have taken place.
- Recommendations will have been put forward for a new, corporate, communications structure which has been agreed and endorsed by senior officers and the political leadership.
- A new 'corporate' one council approach to communications has been established.

4.3. Project Benefits

The project will deliver the following key, quantifiable, benefits:

Cashable

- A significant saving on PR, marketing, communication and web spend through the creation of a communications strategy which only supports the council's overall priorities and outcomes.
- Consolidation of communications professionals who can better support the council's communications needs by working together.
- Extra 'purchasing power' through procurement as communications activities are prioritised and economies of scale achieved.
- Scope for further partnership working with other public sector organisations once the council's new corporate structure has been established.
- The opportunity to 'drive' more commercial and revenue generating activities and services and potentially increase income and investment.
- A reduction in the duplication of communications activity (and spend).

Non-cashable

- Better co-ordination of PR, marketing, communication and web activities.
- Consolidation of communication functions to professional communication staff, therefore releasing staff identified in DECATS who are partly responsible for PR, marketing and communications but whose substantial role is elsewhere.
- Increased personal development opportunities for staff within the new one council communications structure.
- A more agile and responsive council communications function which through a more robust planning mechanism can react to changing council and service priorities.
- A communications function which supports excellent communications which will help deliver our aspirational culture.
- Communications that are two-way, open, honest and trustworthy, in plain English, regular, consistent and accessible.
- Increased public satisfaction and reputation as priority issues are managed in a coordinated and coherent way and people feel informed.

4.4. Project Deliverables

Management products

- Project Initiation Document (PID)
- Project Plan
- Benefits Realisation Plan
- Communications 'needs assessment'
- Benchmarking Log
- Issue Log
- Risk Register
- Highlight reports
- Checkpoint reports
- End of Project report including lessons learnt.

Specialist products

- None anticipated

4.5. Exclusions

The following areas are currently excluded from this project:

- **The council's consultation and engagement functions** which are subject to a separate review project.
- **The council's 'destination marketing' functions** where those activities promote the city to tourists or visitors, or where those marketing activities promote inward investment and business related opportunities.

4.6. Constraints

Time

This project is working to a tight timetable, because of the need to identify and deliver in year savings as well as long term efficiencies. Here are the anticipated milestones:

| By this date ... | ... this will have been achieved |
|-------------------------|--|
| July 12 | Sign off for the project initiation document (achieved) Sign off for the project communications plan (achieved) |

| | |
|---------------|--|
| July 16 | First meeting of the project team (achieved) Decision made about who will be the senior project leader (achieved) Meeting to brief the current communications group |
| End of August | First meeting of the project board Agreed priorities for project team set |
| September | Communications needs assessment to take place Staff within scope of the project will be informed. Analysis of current communications staff resource to take place Report to project board on future communications 'model' |
| October | Report to project board on current communications staff resource Report to project board on 09/10 communications activity spend Report to project board on benchmarking exercise Report to project board on proposed new communications structure |
| November | Project board to approve new communications function Consultation takes place on new communications model |
| December | Agreement reached on new communications model continues |
| January 2011 | Implementation of new corporately led communications model underway |
| April 2011 | New communications structure fully implemented |

Notes and issues:

The functions and responsibilities of Education Leeds are being returned to the council which will involve staff being moved across under TUPE arrangements. This process is not due to be formally completed until March 2011. However, where appropriate, Education Leeds staff within the scope of this project may be transferred to the new communications structure earlier. Any impact on staff will likely trigger a consultation period.

Cost/Resources

This project does not require a separate budget. Existing staff resources from within Leeds City Council and Education Leeds have been allocated to the project.

The issue of office accommodation will be considered as part of this project, but is anticipated that securing space for a larger, corporate, communications team may take longer than the period identified for this project.

4.7. Interfaces

This project will interface with:

- Communications colleagues from across the council
- Colleagues in 'creative' teams such as graphic design
- Colleagues in HR, finance and business transformation
- Colleagues in ICT
- Colleagues in corporate property management
- Changing the workplace board
- The assistant chief executive
- The corporate leadership team
- The council leader and executive board members
- Partner organisations

4.8. Assumptions

It is assumed that:

- Stakeholder resources will be available as and where required in order to ensure the project achieves its objective within the agreed timescales

5. Project Approach

The project will be delivered in accordance with the Councils 'Delivering Successful Change' (DSC) methodology.

Governance will be provided through the creation of an appropriate Project Board (see '9 Project Roles and Responsibilities) that will be chaired by the Assistant Chief Executive (PPI).

6. Project Budget

There is no requirement for a specific budget to be allocated to this project.

Staff involvement will be sourced from within existing budgets.

7. Project Tolerances

The following tolerances have been agreed by the Board:

Time – to be determined by the Board

Cost – to be determined by the Board

Quality – to be determined by the Board

8. Project Controls

8.1. Project Impact Score

This project is has been categorised as Level 2 – Medium impact.

8.2. Reporting & change control

The Project Manager will arrange Project Board meetings at approximately fortnightly intervals during the course of the project. Highlight reports will be provided at these meetings for the purposes of reporting project progress. Additional meetings may be called should the project fall into exception at any point.

Any request for change should be made to the Project Manager. These will be dealt with in accordance with DSC methodology and, depending on the scale of change and its impact on the scope and/or tolerances, may require Board approval.

8.3. Risks

A risk log will be managed by the Project Manager.

8.4. Lessons Learned

A 'lessons learned' log has been opened and will be managed by the Project Manager. Details of lessons learned will be included in the End of Project report.

9. Project Roles & Responsibilities

The roles and responsibilities of the project team are outlined below:

9.1 Programme Executive

The role of the Programme Executive is to:

- advocate the programme both internally and externally
- ensure the project meets and delivers the requirements of the programme
- to chair Project Boards and provide leadership and direction to Project Board members

9.2 Project Sponsor

The role of the Project Sponsor is to:

- advocate the project both internally and externally
- champion the project with the corporate leadership team and across the council
- support the project manager in managing the project, particularly in areas of problem resolution

9.3 Project Board

The Project Board will:

- provide sponsorship, support and where appropriate, staffing resource(s) required for the successful delivery of this project
- approve the implementation of stage plans
- authorise deviations to plans
- ensure business requirements are specified and met and that the business realises the benefits of the project
- ensure appropriate resources are made available to deliver the aims and objectives of the project
- regularly review risks and project continuation
- accept the project as complete and authorise project closure
- following project closure, ensure that business benefits continue to be realised

The Project Board:

James Rogers (**chair and sponsor**), assistant chief executive (PPI)

Andy Carter (**project manager**), head of communications, Leeds City Council

Dee Reid (**senior project leader**), head of communications, Education Leeds

Steve Hume from the chief officer, resources and strategy group

Catherine Blanshard, chief officer, libraries, arts and heritage

Andrew Mason, chief officer, environmental services

9.4 Project Team:

Phil Jewitt, communications manager

Elizabeth Sanderson, web content manager

Ursula McGouran, senior improvement manager, business transformation

Mike Sells, adult social care

Amanda Burns, city development

Isobel Smith, environment and neighbourhoods

Danielle Brearley, Education Leeds (representing Education Leeds)

Catherine Wright, Education Leeds (representing children's services)

Les Reed/Martin Race, corporate property management/print management

Mark Allman, head of sport and active recreation

9.5 Project Manager

The project manager will:

- deliver the project within time, cost and quality constraints, in accordance with DSC project management methodology
- identify roles, resources and responsibilities required to deliver the project as outlined above
- develop, monitor and update project plans and logs
- produce Highlight, End of Stage, Exception and other ad-hoc written reports for the Project Board in accordance with DSC requirements
- arrange and attend Project Board meetings and other ad-hoc meetings relating to the project as required
- notify the Project Board of any deviations from the project plan and recommend corrective actions to ensure, where possible, completion on time, within budget and to the agreed level of quality
- identify and manage change controls, issues and risks in accordance DSC processes, including recommending corrective actions
- manage and motivate resources assigned to the project
- be responsible for the communication of information to key project stakeholders
- be responsible for budget management

9.6 Senior Project Leader

The Senior Project Leader will:

- support the Project Manager in the delivery of the project as outlined above
- lead on strands of the project, in accordance with DSC, as identified by the Project Manager
- deputise for the Project Manager in their absence

9.7 Corporate ICT

Corporate ICT will:

- provide any necessary technical and advisory support during the course of the project.

10. Appendices

10.1. Business Case

Not applicable

10.2. Initial Project Plan

The initial project plan

10.3. Initial Risk Register

The risk register

10.4. Project Organisation Structure

To follow

10.5. Communication Plan

A communications plan has been created.

10.6. Project Quality Plan

A Project Quality Plan will be created once business requirements and quality tolerances are established.

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Originator: Sandra Newbould

Tel: 247 4792

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Adult Social Care)

Date: 22nd September 2010

Subject: Scrutiny Board (Adult Social Care) – Work Programme

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

1.0 INTRODUCTION

1.1 Attached at Appendix 1 is the current work programme for the Scrutiny Board (Adult Social Care) for the remainder of the current municipal year.

1.2 Also attached for Members consideration is an extract from the Forward Plan of Key Decisions for the period 1 September 2010 to 31st December 2010 as Appendix 2.

1.3 The Executive Board Minutes for the meeting held on the 25th August 2010 are presented at Appendix 3.

2.0 WORK PROGRAMME MATTERS

2.1 The current work programme (Appendix 1) provides an indicative schedule of items/issues to be considered at future meetings of the Board. The work programme should be considered as a live document that will evolve over time to reflect any changing and/or emerging issues that the Board wishes to consider.

2.2 The work programme also provides an outline of other activity being undertaken on behalf of the Board outside of the formal meetings cycle.

3.0 RECOMMENDATIONS

3.1 From the content of this report, its associated appendices and discussion at the meeting, Members are asked to:

3.1.1 Note the general progress reported at the meeting;

3.1.2 Receive and make any changes to the attached work programme; and,

3.1.3 Agree an updated work programme.

4.0 BACKGROUND PAPERS

None.

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

| ITEM | DESCRIPTION | NOTES | TYPE OF ITEM |
|---|-------------|-------|--------------|
| Suggested Areas for Scrutiny Currently Unscheduled | | | |
| Employment issues around diversity within the workforce | | | |
| The Social Responsibility Programme | | | |
| Leeds City Region and Governance | | | |
| Data Information shared throughout the Council | | | |

| ITEM | DESCRIPTION | NOTES | TYPE OF ITEM |
|---|---|-------|--------------|
| Meeting date: 1stnd November 2009 | | | |
| Equality and Diversity Scheme | To discuss the equality and diversity scheme and its links with the Vision, LSP and Business Plan | | RP |
| | | | |
| Meeting date: 6th December 2009 | | | |
| Scrutiny of the Budget | To receive and consider quarter 2 financial report. | | PM |
| Quarterly Accountability Reports | To receive quarter 2 performance reports including questions to the Executive Board Member | | PM |
| Meeting date: 10th January 2010 | | | |
| | | | |
| Meeting date: 7th February 2010 | | | |
| | | | |
| Scrutiny of the | To receive Budget proposals | | PM |

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

| ITEM | DESCRIPTION | NOTES | TYPE OF ITEM |
|--|--|--------------|---------------------|
| Budget | | | |
| Meeting date: 7th March 2010 | | | |
| Scrutiny of the Budget | To receive and consider quarter 3 financial report. | | PM |
| Recommendation Tracking | To monitor progress on meeting the recommendations agreed following an Inquiry into the use of consultants | | MSR |
| Quarterly Accountability Reports | To receive quarter 3 performance reports including questions to the Executive Board Member | | PM |
| Meeting date: 4th April 2010 | | | |
| Annual Report | | | |
| | | | |

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

LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Central & Corporate Functions)

For the period 1 October 2010 to 31 January 2011

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|--|---------------------------------|----------------------------------|--------------------------------------|---|--|
| West Leeds City Learning Centre Approval to construct an extension to accommodate a new recording studio and group room, and to carry out refurbishment works at West Leeds City Learning Centre, plus approval to incur expenditure from the approved capital programme. | Director of Resources | 1/10/10 | West Leeds CLC | Design and Cost Report | Director of Resources alex.macleod@educati onleeds.co.uk |
| Corporate Contract for the Supply of Milk, Yogurt and Dairy Produce Acceptance of tender | Director of Children's Services | 1/10/10 | Consultation with client departments | Consultation with client departments | Director of Children's Services ian.parker@leeds.gov. uk |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|---|----------------------------------|---------------------------------|---|--|
| Compact for Leeds 2010 Formal adoption of the Compact for Leeds 2010 by Leeds City Council | Executive Board (Portfolio: Neighbourhoods and Housing) | 13/10/10 | Undertaken during 2009 and 2010 | The report to be issued to the decision maker with the agenda for the meeting | Director of Environment and Neighbourhoods pat.fairfax@leeds.gov.uk |
| Treasury Management Strategy Update 2010/11 To approve the treasury management strategy update 2010/11 | Executive Board (Portfolio: Resources and Corporate function) | 3/11/10 | None | The report to be issued to the decision maker with the agenda for the meeting | Director of Resources alan.gay@leeds.gov.uk |
| Capital Programme Update 2010 - 2014 To update and approve the capital programme over the period 2010 - 2014 | Executive Board (Portfolio: Resources and Corporate function) | 3/11/10 | None | The report to be issued to the decision maker with the agenda for the meeting | Director of Resources alan.gay@leeds.gov.uk |
| 2nd Quarter Financial Health Report In noting the financial position at the half year for the Authority a decision will be required as to the treatment of any variation identified. | Executive Board (Portfolio: Resources and Corporate Functions) | 3/11/10 | n/a | The report to be issued to the decision maker with the agenda for the meeting | Director of Resources doug.meeson@leeds.gov.uk |

| Key Decisions | Decision Maker | Expected Date of Decision | Proposed Consultation | Documents to be Considered by Decision Maker | Lead Officer (To whom representations should be made and email address to send representations to) |
|---|---|----------------------------------|---|---|--|
| <p>The Provision of a Corporate Electronic Document & 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 September 2010.</p> | <p>Assistant Chief Executive (Planning, Policy and Improvement)</p> | <p>1/12/10</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>Corporate Records Management Facility - Westland Road</p> <p>Approve the Authority to spend of £857,729</p> | <p>Director of Resources</p> | <p>1/12/10</p> | <p>Consultation between Chief Business Transportation Officer and the Director of Resources</p> | <p>Design and Cost Report</p> | <p>Director of Resources lee.hemsworth@leeds.gov.uk</p> |

EXECUTIVE BOARD

WEDNESDAY, 25TH AUGUST, 2010

PRESENT: Councillor K Wakefield in the Chair

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

Councillor J Dowson – Non-Voting Advisory Member

57 Substitute Member

Under the terms of Executive Procedure Rule 2.3, Councillor Mulherin was invited to attend the meeting on behalf of Councillor Ogilvie.

58 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 information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 1 to the report referred to in Minute No. 62, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the information contained therein relates to the commercial position of the City Council in respect of the proposed procurement. Therefore, the public interest in maintaining the confidentiality outweighs the public interest in disclosing such information.

Appendix 4 to the report referred to in Minute No. 62, which has been placed in the Members' Library for inspection, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information about the commercial position of the City Council. Therefore the public interest in maintaining confidentiality outweighs the public interest in disclosing such information.

- (b) Appendix 2 to the report referred to in Minute No. 71(b), under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that it contains information relating to the financial or business affairs of third parties and also contains information which is subject to ongoing negotiations. As such, the release of this information would be likely to prejudice the interest of all the parties concerned. Whilst there may be a public interest in disclosure, in all the circumstances of the case maintaining the exemption is considered to outweigh the public interest in disclosing this information at this time.

- (c) Appendix 2 to the report referred to in Minute No. 74, under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the public interest in maintaining the exemption in relation to this information outweighs the public interest in disclosure, by reason of the fact that it contains information and financial details which, if disclosed, would adversely affect the business of the Council and may also adversely affect the business affairs of the other parties concerned.

59 Late Items

There were no late items as such, however it was noted that supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals within the report on grant reductions (Minute No. 71(b) refers).

60 Declaration of Interests

Councillor Yeadon declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a former employee of an organisation referred to in exempt appendix 2 of the submitted report and having close personal connections with employees of that organisation.

Councillor Murray declared a personal interest in the item relating to the lease of the St. Aidan's Trust Land to the RSPB (Minute No. 76 refers), as a Council representative on the St. Aidan's Trust Fund and Trust Land Advisory Committee. Councillor Murray also declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a Director of an organisation referred to in exempt appendix 2 of the submitted report and a personal and prejudicial interest in this item as the Chief Executive of a separate organisation detailed within the same appendix.

Councillor Blake declared a personal interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being vice chair of the trustees of an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Wakefield declared a personal and prejudicial interest in the item relating to grant reductions (Minute No. 71(b) refers), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report.

Councillor Golton declared a personal interest in the item relating to the Primary Capital Programme (Minute No. 66 refers), due to his position of governor of Oulton Primary School.

A further declaration of interest was made at a later point in the meeting. (Minute No. 66 refers).

61 Minutes

Having taken in to consideration comments made in respect of Minute No. 34, entitled, 'Neighbourhood Network Services', it was

RESOLVED – That the minutes of the meeting held on 21st July 2010 be approved as a correct record, subject to the addition of the following words at the end of resolution (c) to Minute No. 34 for the purposes of clarification: “failing which, a further report be brought back to this Board.”

62 Introduction of the New Chief Executive

On behalf of the Board, the Chair introduced Tom Riordan, as this marked the first ordinary meeting of Executive Board since he began his tenure as Chief Executive.

NEIGHBOURHOODS AND HOUSING

63 Round 6 PFI Outline Business Case: Lifetime Neighbourhoods for Leeds

Further to Minute No. 188, 12th February 2010, the Director of Environment and Neighbourhoods submitted a report proposing the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case (OBC) to the Homes and Communities Agency under the national Round 6 PFI Housing programme. In addition, the report also sought approval of the proposed revisions to the project’s scope, sites and affordability position.

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, and appendix 4 to the report, which was also designated as exempt under Access to Information Procedure Rule 10.4(3) and made available for Board Members’ inspection via the Members’ Library, it was

RESOLVED –

- (a) That the submission of the Lifetime Neighbourhoods for Leeds Outline Business Case under the national Round 6 PFI Housing programme, as detailed at exempt Appendix 4 to the submitted report, which had been placed within the Members’ Library for Board Members’ inspection, be approved.
- (b) That the revised scope of the project, as set out in paragraph 4.3 of the submitted report, be approved.
- (c) That the inclusion of seven of the sites in the project, as approved by Executive Board on 12th February 2010 be confirmed as follows:

- (1) Brooklands Avenue, Central Seacroft, (part of) Killingbeck & Seacroft Ward
- (2) Primrose High School, Burmantofts, (part of) Burmantofts & Richmond Hill Ward
- (3) Beckhill Approach/Garth, Meanwood, Chapel Allerton Ward
- (4) Farrar Lane, Holt Park – sheltered housing, Adel & Wharfedale Ward
- (5) Haworth Court, Yeadon, Otley & Yeadon Ward
- (6) Mistress Lane, Armley, Armley Ward
- (7) Acre Mount, Middleton, Middleton Park Ward

- (d) That the inclusion of the four additional sites in the OBC, as set out below and as detailed in appendix 2 to the submitted report be approved subject to consultation:
- (1) Cranmer Gardens, Moor Allerton, Alwoodley Ward
 - (2) Rocheford Court, Hunslet, City & Hunslet Ward
 - (3) Parkway Close, South Parkway, Seacroft, Killingbeck & Seacroft Ward
 - (4) Wykebeck Mount, Osmondthorpe, Temple Newsam Ward
- (e) That the affordability position, as set out in the financial appraisal in exempt Appendix 1 to the submitted report, be approved.
- (f) That the service charge assumptions for the extra care accommodation, as included in paragraph 9.2 of the submitted report, be approved.
- (g) That the City Council's anticipated financial contribution to the project, as agreed by Executive Board on 12th February 2010, be noted.

64 Regional Housing Board Programme 2008-2011: Acquisition and Demolition Schemes Update

The Regional Housing Programme Board submitted a report outlining proposals to rescind approvals previously approved in respect of the Holbeck Phase 4 acquisition and demolition scheme for the purposes of transferring funding to other acquisition and demolition schemes as detailed within the submitted report, in order to enable the remaining demolitions to take place before March 2011.

RESOLVED -

- (a) That £580,000 be rescinded from the Holbeck Phase 4 acquisition and demolition scheme and that the revised cash flow position be agreed.
- (b) That scheme expenditure, as set out in appendix B to the submitted report be authorised in order to complete the demolitions and clearance of the 5 sites in the Beverleys, Holbeck Phases 1, 2 and 3 and Cross Green Phase 2.

CHILDREN'S SERVICES

65 Children's Services Improvement Update Report

The Interim Director of Children's Services submitted a report providing an update on the implementation of Leeds' Improvement Plan for Children's Services and the work of the Improvement Board, the transformation programme aimed at providing an integrated delivery model for children's services and the development of a new Children and Young People's Plan for the city.

On behalf of the Board, the Chair paid tribute to and thanked the Interim Director of Children's Services, Eleanor Brazil, as this was potentially the final Board meeting in which she would be in attendance.

Following the high levels of attainment achieved in the recent GCSE and Alevel results, in addition to the positive fostering inspection report which had been received, the Board paid tribute to and thanked all of those involved.

RESOLVED -

- (a) That the progress made against the Improvement Plan for Children's Services in Leeds and the work of the Improvement Board undertaken to support this be noted.
- (b) That the intention to consult on, and then develop a new Children and Young People's Plan for Leeds, intended to be ready by spring 2011, be noted.
- (c) That the progress made to date on the transformation programme and the next steps designed to develop and propose a revised leadership structure and model for integrated service delivery and integrated business support functions, which will be brought back to Executive Board in autumn 2010, be noted and endorsed.

66 Primary Capital Programme: Works at Richmond Hill, Swillington, Saints Peter and Paul, Gildersome, Greenhill and Oulton Primary Schools

The Chief Executive of Education Leeds submitted a report on the proposed building of three new school buildings for Richmond Hill Primary School, Swillington Primary School and Saints Peter and Paul Catholic Primary School, Yeadon, and on the extension and refurbishment of buildings at Gildersome Primary School, Greenhill Primary School and Oulton Primary School.

RESOLVED –

- (a) That the design proposals in respect of the schemes to new build schools at Richmond Hill, Swillington and Saints Peter and Paul, and extension and refurbishment works at Gildersome, Greenhill and Oulton be approved.
- (b) That the injection of Governors' contribution to scheme number 15178/PET of £393,700 be approved.
- (c) That authority be given to incur expenditure of £33,125,500 from capital scheme numbers 15178/RIC, SWI, PET, GIL, GRE and OUL.

(Councillor Golton declared a personal interest in this item, having attended Richmond Hill Primary School)

67 Design and Cost Report and Final Business Case: Building Schools for the Future Phase 3: Corpus Christi Catholic College

The Chief Executive of Education Leeds submitted a report which sought approval of the Final Business Case in respect of the Corpus Christi Catholic College project for submission to the Partnerships for Schools organisation. The Final Business Case had been placed within the Members' Library for inspection.

RESOLVED – That the Final Business Case for the Corpus Christi Catholic College project be approved, and the submission of the Final Business Case to Partnerships for Schools be authorised.

LEISURE

68 Crematoria Mercury Abatement

The Acting Director of City Development submitted a report outlining proposals on how the Council intended to meet Government legislation targets in respect of mercury emissions abatement during the cremation process and providing details of how the Council proposed to renew its cremation facilities on a phased basis.

Members received assurances that cremations would be undertaken at a specified crematorium, that bodies would not be transferred between crematoria for the purposes of cremation and that such matters would be dealt with as sensitively as possible when accommodating service users' preferences.

RESOLVED –

- (a) That the legislative requirements relating to mercury abatement and the need to implement a solution by 2012 be noted.
- (b) That the preferred approach to replace cremators and abate mercury at Rawdon by December 2012, as detailed within the submitted report, be approved.
- (c) That the longer-term strategy to replace cremators at Cottingley in 2016 and to replace cremators and consider future abatement for mercury at Lawnswood in 2018 be agreed, subject to further detailed business cases and funding plans being brought forward.
- (d) That in order to ensure this strategy meets the target of 50% mercury abatement by the end of 2012, the Board notes that it will be necessary to increase the proportion of cremations at Rawdon until abatement is fitted at Lawnswood.
- (e) That the initiation of the design and development of the specification for Rawdon, which will be funded from Prudential Borrowing and a continuing surcharge on cremations, be approved.

- (f) That a fully funded injection of £2,900,000 into the Capital Programme be agreed in order to finance Mercury Abatement works, financed through the Council exercising its prudential borrowing powers using the fees generated by the environmental surcharge introduced for this purpose in 2008.
- (g) That a Design and Cost Report be submitted to Executive Board once a more detailed cost estimate for the Rawdon works has been developed, and that further information on the proposals relating to the future provision of the service be submitted to the Board for consideration at that time.

(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)

69 Design and Cost Report: The Development of Middleton Park through a Heritage Lottery Fund Parks for People Grant

Further to Minute No. 132, 9th December 2009, the Acting Director of City Development submitted a report detailing proposals to spend the £1,797,929 which had previously been injected into the capital programme, outlining the proposed capital development works and cost profile of the scheme, and regarding the processes for the acceptance of the £1,465,000 Heritage Lottery Fund grant and the delegation of relevant approvals.

RESOLVED -

- (a) That expenditure against the injection of £1,797,929 made into the 2010/11 Capital Programme by Executive Board in December 2009 be approved.
- (b) That the proposed capital development works and the cost profile of the scheme be noted.
- (c) That acceptance of the £1,465,000 grant be authorised and related approvals be delegated to the Chief Recreation Officer.

ADULT HEALTH AND SOCIAL CARE

70 Response to the Deputation to Council - The Access Committee for Leeds Regarding "Please Help us to Save Woodlands Respite Care Centre, York"

The Director of Adult Social Services submitted a report in response to the deputation to Council, entitled, 'Please help us to save Woodlands Respite Care Centre, York', from members of the Access Committee for Leeds on 14th July 2010.

It was suggested that further work was undertaken with other local authorities in a bid to identify an alternative service provider.

RESOLVED –

- (a) That the response to the deputation and the proposed actions of Adult Social Services officers, as outlined within the submitted report, be noted.
- (b) That should an alternative service provider not be found, a report be submitted to a future meeting of the Board providing an update on the work undertaken to support the affected service users.

RESOURCES AND CORPORATE FUNCTIONS

71 Financial Health Monitoring 2010/2011

(a) Financial Health Monitoring 2010/2011: First Quarter Report

The Director of Resources submitted a report providing an update on the financial health of the authority for 2010/2011 after three months of the financial year. The report provided details of the revenue budget, the housing revenue account and Council Tax collection rates. The report also identified a number of pressures, particularly in relation to income and demand led budgets and the actions being taken by directorates to address such pressures.

RESOLVED –

- (a) That the projected financial position of the authority after three months of the new financial year be noted, and that directorates be requested to continue to develop and implement action plans which are robust and which will deliver a balanced budget by the year end.
 - (b) That a virement of £500,000 from the training budget into the domiciliary care budget, as detailed within the submitted Adult Social Care report, be approved.
 - (c) That the reallocation of budgets within Adult Social Care to reflect revised management arrangements, as detailed within the submitted Adult Social Care report, be noted.
- (b) Reductions In Grants: Implications for Services
Further to Minute No. 16, 22nd June 2010, the Director of Resources submitted a report providing details of the implications for Leeds arising from the grant reductions to Local Authorities announced by Government as part of its accelerated deficit reduction plan and outlining proposals to deal with such reductions.

Supplementary information had been circulated to Board Members prior to the meeting which provided details of the equality impact assessment undertaken in respect of the proposals detailed within this report.

Officers undertook to provide the relevant Board Members with information in response to issues raised during the consideration of this item in respect of specific organisations detailed in exempt appendix 2.

The Chief Executive invited Members to submit any views they had in respect of how potential impacts could be effectively assessed as part of the overall budgetary process.

Following consideration of appendix 2 to the submitted 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 the following virements in respect of the in year reductions in grants, as detailed at paragraph 2.1 of the submitted report be approved:
- a virement from the Strategic budget to services to reflect the reductions in Area Based Grant and the LPSA2 Reward grant which are held centrally;
 - a virement within City Development directorate to reflect the loss of Housing and Planning Delivery Grant and Free Swimming grant;
 - a virement within Children's Services in respect of Nursery Education Pathfinder Grant, Buddying, Playbuilder, Training and Development Agency, Contact Point, Harnessing technology and Local Delivery Support grants.
- (b) That the reductions in expenditure/additional income, as detailed in Appendix 1 to the submitted report, be approved.
- (c) That the proposed reductions in payments to external providers, as detailed at exempt appendix 2 to the submitted report be noted, with the relevant decisions being taken by officers under delegated powers in consultation with the appropriate Executive Members when negotiations have been concluded.

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), due to being a member of and having close personal connections with an organisation referred to in exempt appendix 2 of the submitted report, Councillor Wakefield vacated the Chair in favour of Councillor R Lewis and withdrew from the meeting room for the duration of this item)

(Having declared a personal and prejudicial interest in relation to the matter considered at Minute No. 71(b), as the Chief Executive of an organisation referred to in exempt appendix 2 of the submitted report, Councillor Murray withdrew from the meeting room for the duration of this item)

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained

from voting on the matters referred to within Minute Nos. 71(a) and 71(b))

72 Capital Programme Update 2010-2014

The Director of Resources submitted a report providing an updated financial position on the 2010-2014 Capital Programme, detailing the implications of the recent reductions in capital grants announced by Government, reporting on a review of uncommitted schemes which had taken place and detailing a small number of capital projects for which specific approvals were sought.

RESOLVED –

- (a) That approval to spend of £3,051,000 on the vehicle replacement programme be confirmed.
- (b) That authority be given to spend £3,138,000 on the equipment replacement programme.
- (c) That the capital review process currently underway, which will be reported back to Executive Board at a later date, be noted.
- (d) That an injection of £300,000 to the capital programme, funded through unsupported borrowing be approved, and authority to spend be given in respect of the relocation of services from Blenheim and Elmete to Adams Court.
- (e) That the removal of the remaining funding of £1,300,000 for the City Card scheme be approved.
- (f) That an injection into the capital programme of £1,300,000 be approved in order to implement the first phase of the Home Insulation scheme, with all relevant details being presented to a future meeting of Executive Board for approval.
- (g) That approval be given to the use of the balance of Adult Social Care fire safety funding to address identified fire safety risks across all operational buildings within the Corporate Property Management portfolio.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton required it to be recorded that they had abstained from voting on this matter)

73 Shared Business Rates Service

The Director of Resources submitted a report on the proposed establishment of a shared service for the billing and collection of Business Rates for Leeds and Calderdale businesses which would be delivered by Leeds City Council. The report provided information on the work undertaken to date and detailed the timescales in which a shared service could be delivered.

RESOLVED –

- (a) That authority be delegated to the Director of Resources to enable him to make the necessary decisions and approvals to allow the scheme to proceed.
- (b) That the Board be provided with updates regarding the development of further partnership arrangements being established with other local authorities as and when appropriate.

74 Transforming Leeds: Phase 1 Changing the Workplace

The Director of Resources submitted a report which provided an update on the Changing the Workplace programme, particularly focussing upon proposals to rationalise and modernise the Council's city centre office portfolio, in order to support the delivery of further long term efficiencies. The report sought approval to move forward with negotiations and related work on a preferred accommodation option in the city centre and highlighted areas where the programme could deliver short term benefits within the context of the wider business transformation programme.

Following consideration of appendix 2 to the submitted 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 the overarching business transformation context, as outlined within the submitted report, be noted.
- (b) That the recommendations for progressing phase 1 of the Changing the Workplace programme, as detailed at paragraph 7 of exempt appendix 2 to the submitted report, be approved.

75 Regulation of Investigatory Powers Act 2000 - Adoption of a New Council Policy

The Chief Officer (Legal, Licensing and Registration Services) and the Director of Environment and Neighbourhoods submitted a joint report outlining the Council's proposed policy on covert surveillance conducted under the Regulation of Investigatory Powers Act (RIPA) 2000.

RESOLVED – That the proposed policy in respect of the Regulation of Investigatory Powers Act 2000, as set out in Appendix 1 to the submitted report, be approved.

DEVELOPMENT AND REGENERATION

76 Lease of the St. Aidan's Trust Land to the Royal Society for the protection of Birds

Further to Minute No. 38, 6th July 2005, the Acting Director of City Development submitted a report regarding the proposed completion of a lease to the Royal Society for the Protection of Birds (RSPB) in respect of former opencast coal and coal mining land between Methley and Swillington.

Officers undertook to provide the relevant Board Members with briefings on matters which were raised during the consideration of this item, specifically in relation to visitor numbers and access issues.

The Board gave particular thanks to Max Rathmell for his efforts throughout the development of this long running project.

RESOLVED –

- (a) That the completion of the lease to the RSPB, based on the Heads of Terms outlined within Appendix 1 to the submitted report, be agreed as soon as practically possible after the transfer of the Trust Land to the St. Aidan's Trust, and that this matter be delegated to the Acting Director of City Development on completion of any outstanding documentation.
- (b) That officers continue to explore the opportunities for the wider involvement of the RSPB in the development of the Lower Aire Valley as a major recreational and wildlife resource.

DATE OF PUBLICATION: 27th August 2010
LAST DATE FOR CALL IN: 6th September 2010 (5.00 p.m.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 7th September 2010)