

SCRUTINY BOARD (CENTRAL AND CORPORATE)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 6th December, 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

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A G E N D A

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

Item No	Ward/Equal Opportunities	Item Not Open		Page No
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 - 1 NOVEMBER 2010</p> <p>To confirm as a correct record the minutes of the meeting held on 1 November 2010</p>	1 - 4
7			<p>SCRUTINY OF THE BUDGET AND PERFORMANCE REPORTS</p> <p>To receive and consider the attached report of the Head of Scrutiny and Member Development</p>	5 - 66
8			<p>WORK PROGRAMME</p> <p>To receive and consider a report from the Head of Scrutiny and Member Development outlining the Scrutiny Board's work programme for the remainder of the current Municipal Year.</p>	67 - 90
9			<p>DATE AND TIME OF NEXT MEETING</p> <p>To note that the next meeting of the Board will be held on Monday, 10 January 2011 at 10.00 am with a pre meeting for Board Members at 9.30 am.</p>	

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SCRUTINY BOARD (CENTRAL AND CORPORATE)

MONDAY, 1ST NOVEMBER, 2010

PRESENT: Councillor P Grahame in the Chair

Councillors S Bentley, D Blackburn,
B Chastney, M Hamilton, A Lowe, J Hardy,
K Groves, J L Carter and R Wood

40 Declarations of Interest

There were no declarations of interest.

41 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted on behalf of Councillors Gabriel and Taggart.

42 Minutes - 15 September and 4 October 2010

RESOLVED – That the minutes of the meetings held on 15 September and 4 October 2010 be confirmed as correct records.

43 Performance Management Arrangements

The report of the Head of Scrutiny and Member Development referred to the recent letter of the Secretary of State for Communities and Local Government, The Rt Hon Eric Pickles MP, which informed of changes to Local Authority Performance Arrangements linked to the Local Area Agreements and National Indicator Set.

The Chair welcomed Steve Clough, Head of Corporate Policy and Performance to the meeting. Members attention was brought to the following issues:

- In relation to performance management, local authorities were being encouraged to choose their own priorities based on local needs and knowledge.
- The Comprehensive Area Assessment (CAA) had been withdrawn but it remained important to retain a clear focus on what the Council's priorities were and how to monitor performance and demonstrate success and achievements.
- Local Government Association (LGA) proposals on Performance Management.
- The role that Scrutiny Boards held in supporting Performance Management.

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

- Peer reviews and working with other authorities – the LGA proposals put forward arrangements for peer working.
- Regulation and inspection would continue in Children's Services and Adult's Services via Ofsted and the Care Quality Commission (CQC).
- Demonstrating value for money across all services was flagged as a potential priority issue to focus on.
- Performance management would be reflected in the Council Business Plan with clear targets and aspirations outlined.
- Performance indicators needed to be focussed on outcomes that were meaningful to local people. It was recognised that there were difficulties producing indicators that measured value for money but issues such as cost units for work could be shown and used comparatively against other service provision.
- Central Government would have less influence over Performance Management arrangements, particularly with the decommissioning of the Audit Commission.
- The need to ensure clear priorities and to ensure Performance Management arrangements are useful to Scrutiny Boards.
- Partnership working – areas of joint concern with other providers such as the Police and Health Service partners.
- Recognised difficulties in providing comparisons with other authorities due to differing priorities.
- Proposals to publicise performance arrangements. Information was awaited on how regularly performance information should be published.

The Chair thanked Steve Clough for his attendance.

RESOLVED – That the report be noted.

44 Approach to New Equality and Diversity Scheme 2011-14

The report of the Assistant Chief Executive (Planning, Policy and Improvement) outlined proposals for the approach to develop the Council's equality priorities and how to meet new legislative requirements. It considered how progress would be measured and how the Council could continue to improve and further embed the equality agenda. It also provided an overview of the Equality Framework for Local Government and proposed that the equality priorities and organisational approach to embedding equality and its performance management be articulated within the new Equality and Diversity Scheme 2011-14.

The Chair welcomed Lelir Yeung, Head of Equality and Anne McMaster, Strategic Equality Manager to the meeting.

Members attention was brought to the following issues:

- Legislative changes and the Equality Act 2010
- How to embed equality into decision making
- Legal challenges that had been made in respect of equality issues
- Development of the Equality and Diversity Scheme and incorporating equality issues into the Vision for Leeds and other Council plans and strategies
- Compliance with the Equality Act 2010.

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

- Training on equality issues for Elected Members and senior officers particularly in their role as decision makers.
- Equality impacts on staff who had considered severance packages under the Early Leavers Initiative – it was reported that work was taking place to ensure that equality impact assessments were carried out. This also applied where restructuring and job evaluation was taking place.
- The ALMOs had signed up to the Equality Framework and had specialist support from a dedicated member of the Equality Team.
- Members requested information on whether legal aid had been made available in cases of the legal challenges on equality issues and how equality issues had been addressed within delegated decisions.

The Chair thanked Lelir Yeung and Anne McMaster for their attendance.

RESOLVED

- (1) That the report be noted
- (2) That the proposed approach to the development of the new Equality and Diversity Scheme be approved.

(Councillors Chastney and Lowe declared personal interests in this item due to their respective positions on the boards of the West North West Homes ALMO and Aire Valley Homes)

45 Work Programme

The report of the Head of Scrutiny and Member Development outlined the Board's forthcoming Work Programme and also included the Forward Plan of Key Decisions and recent Executive Board minutes.

The Board was informed of forthcoming items for the Agenda and discussed potential future items of business, this included the following:

- ICT
- Leeds City Region Governance Arrangements

It was also agreed to invite the Secretary of State for Communities and Local Government to a future meeting.

RESOLVED – That the report be noted and work programme be amended accordingly.

46 Date and Time of Next Meeting

Monday, 6 December 2010 at 10.00 a.m. (Pre-meeting for all Board Members at 9.30 am.)

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 6th December 2010

Subject: Scrutiny of the Budget and Performance Reports.

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1.0 INTRODUCTION

- 1.1 Attached as Appendix 1 is a report on the Government's Spending Review 2010. The purpose of the report is to provide information about the Government's announcement on 20th October 2010 of the results of its Spending Review.
- 1.2 Attached as Appendix 2 is the Financial Health Monitoring 2010/11 – Half year Report. The purpose of this report is to inform members of the financial health of the authority at the half year stage of the financial year in respect of the revenue budget and the housing revenue account.
- 1.3 Attached as Appendix 3 is the Council Business Plan Performance Report Quarter 2 2010/1. This report presents the performance information summarising progress against the Council Business Plan (CBP) improvement priorities for second quarter of 2010/11.
- 1.5 As in previous meetings, the Chair has indicated that she will take questions on Appendix 1 and 2 first and then Appendix 3.

2.0 RECOMMENDATIONS

- 2.1 Members are asked to;
- (i) Note the Council's Financial Performance.
 - (ii) Note the Performance Report report and highlight any areas for further scrutiny.

Background Papers None used

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APPENDIX 1

Originator: Alan T Gay

Tel: 74226

Report of the DIRECTOR OF RESOURCES

Executive Board

Date: 3RD November 2010

Subject: GOVERNMENT SPENDING REVIEW 2010

Electoral Wards Affected:

☐

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

Eligible for Call In

x

Not Eligible for Call In

(Details contained in the report)

EXECUTIVE SUMMARY

The Chancellor of the Exchequer published the coalition government's Spending Review on the 20th October 2010 setting out their public expenditure plans for the next four years (2011/12 to 2014/15). The government state that they have established a new fiscal framework to remove the structural deficit by the end of the current Parliament. The headline for local government is for funding to reduce by 26% in real terms over 4 years. This compares to average savings for government departmental budgets of 19%. Reductions for local authorities are significantly front-loaded, with real term losses in 2011/12 of more than 10%.

The proposals do include a significant reduction in the number of ring-fenced grants with around £4 billion a year to be rolled into (general) Formula Grant. Funding will also be provided for Council taxes to be frozen for 2011/12. The grant settlements for local authorities will not be known until late November, but a simple extrapolation of the national figures suggests a grant reduction for the council of over £150m by 2014/15, of which around £52m could impact in 2011/12.

Capital support for local authorities is reduced by 45% over the review period, but the government have stated that the proposals for Tax Increment Financing (TIF) will go ahead.

Funding for schools is to be increased in real terms by 0.1% per year including a new pupil premium, and £4.5 billion is provided for affordable housing. It is also proposed that council tax benefit is localised from 2013/14, but for it to cost 10% less.

As expected the Spending Review presents a significant financial challenge to the council, and this report does make proposals for the setting of the council's budget for 2011/12 including commencing a process of consultation.

1. **PURPOSE OF THIS REPORT**

- 1.1 The purpose of the report is to provide information about the Government's announcement on 20th October 2010 of the results of its Spending Review. As expected this has significant implications for public spending in general and for local authorities in particular although figures announced are mainly national ones. Individual authorities' grant figures are expected to be announced at the end of November. The report also sets out proposals for developing the council's budget, including the commencing a process of consultation.

2. **KEY HEADLINES**

- 2.1 Headline announcements include:
- Average savings in government departmental budgets of 19% over the next 4 years
 - On average central government funding to councils, schools, police and fire to decrease by 26% in real terms over four years
 - Overall funding for local government to fall by an average 7.1% per year over the next 4 years but with a larger decrease in the first year

3. **LOCAL GOVERNMENT FUNDING**

- 3.1 In his speech the Chancellor of the Exchequer said that overall funding for local government is to fall by an average of 7.1% in real terms in each of the next 4 years although there are significant variations between years as the table below shows:

National Funding	Base	Variation			
	2010/11 £bn	2011/12 £bn	2012/13 £bn	2013/14 £bn	2014/15 £bn
Local Government Funding	28.5	26.1	24.4	24.2	22.9
Real Terms reduction (%)		10.6%	8.3%	2.8%	7.2%

The reduction applies to the whole of Formula Grant not just the Revenue Support Grant (RSG) element.

- 3.2 Most ring-fencing of grants is to be removed from 2011/12. £4 billion of specific grants per year will be rolled into Formula Grant. That includes funding for Supporting People of about £1.6bn per year (£6.5bn over the next four years), about £200m of concessionary fares specific grants and extra funding announced of £1bn by 2014/15 for social care. Remaining "Core Revenue Grants" include:

- Early Intervention Grant
- Public Health Grant (from 2013-14)
- Learning Disabilities
- New Homes Bonus
- Council Tax Freeze Grant
- Housing Benefit and Council Tax Benefit Administration Grant
- PFI Grant
- Dedicated Schools Grant
- Preventing Homelessness

Transferring specific grants into formula grant could have a distributional effect. Leeds, for example, receives lower than average through formula grant.

- 3.3 In addition to the extra funding announced of £1bn by 2014/15 for social care referred to above, another £1bn for social care is to be provided from the Health budget.

- 3.4 Capital funding from Government to councils will fall by around 45% over four years. The Government estimate that self-financed funding will fall by 17% and capital expenditure by 30%.
- 3.5 The cost of borrowing to local authorities will increase as PWLB rates are to be increased to 1% above UK government gilts. This will mean an increase on PWLB rates of approximately 0.85%.
- 3.6 Council budgets on average are estimated to decrease by 14% in real terms over four years allowing for the Office for Budget Responsibility's projections for increases in council tax and for growth in the tax base.
- 3.7 The new Regional Growth Fund will provide £1.4bn of support over three years, £0.5bn in 2011/12, £0.5bn in 2012/13 and £0.4bn in 2013/14. This will aim to support growth and create jobs in the private sector in places currently dependent on the public sector. It will be subject to a bidding process.
- 3.8 Government will guarantee a £200 million capitalisation fund in 2011-12 to support authorities that wish to deliver efficiency savings early through internal restructuring.
- 3.9 Fire service funding will reduce by 4% per year in exchange for service reforms. Over the four years formula grant funding for fire authorities will reduce by 25%, weighted to the second half of the period.
- 3.10 Police spending will fall by 4% a year for 4 years and central government police funding will reduce by 20 per cent by 2014-15.

4. COUNCIL TAX FREEZE

- 4.1 The Government will provide funding for a one year council tax freeze for 2011/12, to be funded to cover a 2.5% increase, Authorities could choose to set a council tax higher than 2.5% but, if they did, they would not receive any support from this scheme. This funding of £650m will be for each of the next four years to cover the resultant loss to the tax base. There is no guarantee that the funding will continue beyond 2014/15.
- 4.2 The scheme will apply to major precepting authorities (e.g. Police and Fire Authorities) as well as to billing authorities, but not to parishes
- 4.3 The Secretary of State has indicated that capping powers would be used to curb any "excessive" increases.
- 4.4 CLG have provided indicative grant figures which include £6.7m for Leeds.

5. POSSIBLE GRANT IMPLICATIONS FOR LEEDS

- 5.1 The figures per the Spending Review (SR) indicate a real terms reduction of 26% over the four years of the SR. In addition, the Government's proposed reductions rather than being spread evenly are to be frontloaded. This gives a forecast grant change for the council as detailed below:

Leeds Position	Base	Variation				
	2010/11 £m	2011/12 £m	2012/13 £m	2013/14 £m	2014/15 £m	Total £m
Government Grant	634.4	-	-	-	-	-
Real terms change		59.0	47.0	14.0	37.0	157.0
Funding for Council Tax		6.7				6.7
Reduction from previous year	3	582.1	535.1	521.1	484.1	
	Page 9	52.3	47.0	14.0	37.0	

- 5.2 The Government's inflation assumptions over the period are 2.4% in 2011/12, 1.9% in 2012/13 and 2.0% in the final two years.
- 5.3 The above should be treated with caution, it being a straight extrapolation of headline figures within the spending review, and does not take account of any distributional impacts such as the ending of all Working Neighbourhoods Fund which will not impact on Leeds' funding as we do not receive any, nor the transfer of specific grants to formula grant.

6. COUNCIL TAX BENEFITS

- 6.1 Government will reduce spending on council tax benefit by 10% and localise it from 2013/14 to provide greater flexibilities to authorities to manage pressures from same date. DWP are expected to issue more information over the next few weeks.

7. TAX INCREMENT FINANCING (TIF)

- 7.1 TIF funding will go ahead and further details will be issued in a sub-national review later in the year. Members will be aware that Leeds, along with the other Core Cities have been promoting TIF through a policy proposal known as Accelerated Development Zones for the last few years, and in particular in relation to the Aire Valley.

8. HOUSING

- 8.1 Major reforms are to be put in place to better meet housing need, to increase housing supply and support sustainable growth. £4.5 billion is to be invested to provide up to 150,000 new affordable homes over the Spending Review period. A further £100 million will be provided to bring empty homes back into use.
- 8.2 The Preventing Homelessness Grant will continue and will provide £357m over the next four years.
- 8.3 The reforms to social housing will make no changes to security of tenure for existing tenants, but rents for new tenants are expected to increase from ~ 50% to ~ 80% of market rent levels. Further details on these reforms are to be set out shortly.
- 8.4 A New Homes Bonus scheme will be introduced. This will match fund the council tax on every new home for each of the following six years. A consultation paper on the scheme design will be launched in November and the scheme will commence in the financial year 2011/12. Nationally £900m funding will be provided over four years. An initial estimate for Leeds suggests this might amount to about £1.5m in the first year, depending on the number of new dwellings built and how the scheme is structured.

9. SCHOOLS

- 9.1 Funding for schools is to be protected. There will be a real-terms increase in schools funding of 0.1% a year for each of the next 4 years which equates to a cash increase of £3.6 billion over the Review period. There is also a commitment that cash per pupil will not fall.
- 9.2 A pupil premium is to be introduced worth £2.5bn over the review period. The premium is designed to support the educational development of disadvantaged pupils and provide incentives for good schools to take on pupils from poorer backgrounds

- 9.3 There will be a 60% real-terms reduction in capital funding over the Review period. £15.8bn will be provided to meet demographic pressure and maintain the school estate.
- 9.4 Sure Start funding (worth £1.55 billion nationally) is to be protected in cash terms but refocused on early intervention for families who need the most support. It will remain as a ring-fenced “Early Intervention” grant.
- 9.5 As previously announced, provision is to be made to extend the 15 hours of free nursery care a week for 3 and 4 year olds to disadvantaged 2 year olds.
- 9.6 The arrangements for schools funding and the pupil premium have been subject to a recent consultation exercise and funding allocations for 2011/12 are not expected to be provided until November or early December, including final details of which grants are to be included in the DSG, which grants will continue and the size and distribution of the pupil premium. Leeds received nearly £22 million in Sure Start, Early Years and Childcare grant in 2010/11. Assuming the grant is protected in cash terms Leeds can expect to receive a similar sum in 2011/12. Leeds received £6.1m in 2010/11 for increasing flexibility for 3-4 year olds. The funding for extending this for disadvantaged 2 year olds is not yet known.

10. OTHER ISSUES

- 10.1 The Government will look at setting proportions of appropriate services across the public sector that should be delivered by independent providers, such as the voluntary and community sectors and social and private enterprises. This approach will be explored in adult social care, early years, community health services, pathology services, youth services, court and tribunal services, and early interventions for the neediest families. A White Paper will be issued early in the New Year.
- 10.2 The government has announced the first sixteen areas which will set up pooled budgets across different government departments, and stated its intention that this model of accountability will be rolled out across the country by the end of the Spending Review period. In addition, Central Government departments will be actively working with a further 20 areas to help push forward local flexibility and to address barriers. Cabinet Office will work with nine authorities, including Leeds, to involve communities in designing and commissioning services that better meet local needs. Places that want to trial different ways of delivering services including community-designed and delivered services are encouraged to do so.
- 10.3 The Government will establish a Transition Fund of £100 million to provide short term support for voluntary sector organisations providing public services.

11. DEVELOPMENT OF THE BUDGET AND CONSULTATION

- 11.1 In accordance with the Council’s Budget and Policy framework, full council are responsible for setting the budget, including setting the council tax. In compliance with the framework, the executive is required to publish its initial proposals for the budget, having first canvassed the views of local stakeholders as appropriate and in a manner suitable to the matter under consideration at least two months before the budget needs to be adopted. It is also a requirement that the initial budget proposals are referred to the appropriate Scrutiny Boards for further advice and consideration.
- 11.2 Whilst it is clear that the outcome of the Spending Review will present a significant financial challenge to all public authorities, it will not be until the end of November that the council receives details of its provisional grant settlement from government, which

it is anticipated will cover two financial years. Considering these factors, it is proposed that initial budget proposals in the form of a draft medium term financial strategy is presented to this board at its meeting on the 8th December 2010, which would then be submitted to scrutiny for consideration. It is also proposed to commence a consultation process and a draft consultation document is attached. The results of consultation will be reported to both this board and scrutiny in January 2011.

11.3 At the board's meeting on the 13th October 2010, the establishment of a member working group comprising members of the five political parties to consider budget proposals was agreed. This advisory group will meet during November and December to consider and develop budget options. The outcome of these discussions will be reported to the board prior to the finalisation of the Council's 2011/12 budget.

11.4 In summary the following timetable is proposed:

- Agreement of approach to stakeholder consultation – Executive Board 3rd November 2010
- Advisory Group to meet - November/December 2010
- Formula Grant Announcement – 30th November 2010 (TBC)
- Agreement of initial budget proposals – 8th December 2010
- Submission of initial budget proposals to Scrutiny – 9th December 2010
- Scrutiny and Executive Board to receive results from stakeholder consultation – January 2011
- Executive Board to receive report from Advisory Group and views from Scrutiny, and propose budget to Council – 11th February 2011
- Full Council to receive budget proposals from Executive Board, including results of consultation and views of scrutiny – 23rd February 2011

12. RECOMMENDATIONS

12.1 To note the details of the Spending Review

12.2 To approve the approach to stakeholder engagement and related budget timetable as outlined in the report and the Appendix.

BACKGROUND PAPERS

Spending Review 2010, HM Treasury, October 2010 (Cm 7942)

Letter from CLG, Rt Hon Eric Pickles MP, 20th October 2010

Letter from DoH, D.Behan, Director for Social Care, Local Government and Care Partnerships, 20th October 2010

Letter from CLG, Grant Shapps, Minister for Housing and Local Government, 20th October 2010

Executive Board 13th October 2010 - Financial Strategy and Budget Setting Process

A Consultation Document for the People of Leeds (Draft V- E.B. 1)

“Delivering Responsive and Efficient Services”

Challenging Times:

Everyone will be aware that local public services have to change as a response to reductions in public expenditure. For Leeds City Council, we estimate that we will need to reduce our budget by approximately £150m over the next four years – that sounds a large amount of money, equal to approximately 18% of our net expenditure. Whilst we have four years to address this issue, it is critically important to take action now as we know that we'll need to find at least £50m next financial year alone, starting 1 April 2011. Our biggest area of spend is on staffing. It is inevitable therefore that we will see a fairly large reduction in overall staffing. It's difficult to be precise on the actual number, but our current estimates would suggest that we're likely to have 2,500 to 3,000 fewer staff in four years' time. We currently employ approximately 17,000 people (excluding schools based staff), so that's approximately one in every six jobs. It's important that all residents, partners and Leeds City Council staff understand the challenge we face, understand the approach we are taking and help us to identify the specific actions that need to be taken forward. Please do take some time to read this consultation document carefully and feedback your thoughts and suggestions. If we tackle this together, in a responsible way, we can deliver responsive and efficient public services for the people of Leeds.

Our Response:

We firmly believe that cities like Leeds need strong civic leadership that cares about the city and its people. We also believe that we need a committed and ambitious public sector workforce. We do not agree with the concept that council's should solely be commissioners of services – so we're not proposing an easy-Council approach which is being adopted in some other councils across the country. We believe that we need an appropriate mix of service delivery provision. So, for example, where we can clearly demonstrate that efficiency and effectiveness can be provided by in-house service delivery, this is what we will do. Where we recognise that others can help us to deliver change at a faster rate or deliver better results, either through partnership arrangements or through direct delivery, then this will be considered. We are fully committed to the independent and voluntary sectors and recognise that there is much more that they could do to help us deliver better and more efficient services. In delivering efficiencies, we recognise the importance of protecting those services provided to the most vulnerable in the city. We also recognise that we are a large city and sometimes don't think sufficiently local in determining priorities and in planning services. We are proposing to review the number of buildings we use across the city to provide services. Too many of them are in poor condition, too many are in the wrong location and some facilities are underused. This will mean that some facilities have to close whilst we make better use of other facilities. We very much appreciate that in such circumstances some service users might be inconvenienced, but we will work closely with service users to find alternative ways of accessing services. We also need to look carefully at funding provided to external organisations to ensure that they are delivering the outcomes required, as well as delivering efficiencies in the context of the reductions we are facing. We will prioritise new investment in initiatives where there is a clear case of saving money in the medium-term or in areas where we are supporting vulnerable people. And remember, the need to make efficiencies is not a new idea. Indeed, over the last 5 years, we have already delivered £100m of efficiencies. We've also developed a new set of values which are currently out for consultation. These are: Celebrating Diversity, Engaging Citizens Locally, Being Open and Honest, Working as a Team for Leeds and Spending Money Wisely. These new values are driving our improvement activity. For example, we are simplifying our partnership arrangements to make them more effective and are about to publish all spend over £500. Whilst this document talks about a general approach to making efficiencies, we will also consult on specific issues, where it is appropriate to do so, to engage citizens and service users in more specific changes when they are developed.

Question 1 : Do you support this overall approach and do you think there is anything missing that we should consider?

Limiting the Impact on Front-Line Services:

We are reviewing our office accommodation and working arrangements to reduce the number of buildings that we occupy as well as using technology better to support the delivery of more efficient ways of working. Through better contract management, negotiation and packaging we believe we can make significant savings on the £500m we spend on buying goods and services every year. We recognise that it is important to have a lean managerial structure and in this regard work is being progressed with the aim of securing a reduction in the number of senior managers we employ. We recognise that the council is large and complex and that it is not always easy to know where to go to get the services people need. We will make it even easier to contact and do business with the council, deliver on our promises, and communicate more clearly with you. We will also maximise the use of electronic means of service delivery (for example through the website) and encourage people to use these cheaper channels where they are comfortable in doing so. We will centralise and review further support services where it makes sense to do so to create economies of scale and deliver efficiencies in order to reduce the impact on front-line services.

Question 2 : What are your views on our proposals to limit the impact on front-line services and do you have any particular issues, ideas or concerns that you would like us to consider in progressing this work?

Safeguarding and Supporting Children and Young People:

Our vision is for Leeds to become a truly child friendly city. We wish for our children and young people to be safe from harm, to do well at school and be ready for work, to choose healthy lifestyles, to have fun growing up and to be active citizens who feel they have voice and influence. We recognise it can sometimes be difficult for children and families to get the services that they need, when and where they are needed. We are therefore reviewing how we deliver services to children and their families in the city. We will make services easier to access by providing them in the heart of communities, building strong services around strong schools, working better with partners in the health service to provide more things together. An example would be the integration of children's centres within schools to make this a strong model right across the city. We will also prioritise what services we provide and how we provide them, focusing on the children with greatest needs and that face greatest disadvantage, such as children with complex health care needs and disabilities and looked after children. We will do this by reviewing services that aren't effective, don't provide good value for money and that are duplicated elsewhere. We will also look for more opportunities for services to be provided by our partners, such as the voluntary sector, where this would deliver better outcomes for children and better value for money.

Question 3: Do you agree that children and their families need to have easier access to high-quality joined-up services based in local schools and communities and that support should be prioritised for those most in need? Do you have any other thoughts on how we best support and make efficiencies in the way we support children and young people?

Supporting Older and Disabled People:

In adult social care, we are developing more personalised services. Our commitment is to make sure future services fit the needs and wishes of the individual as closely as possible. We will do this by ensuring services are flexible and by enabling people to choose from a wide variety of options, which are capable of being changed as people's personal needs change. Our aim is to enable people to stay in their own homes for as long as possible. In the future, we propose that our own council-run services will be smaller, more specialised and will target people with the greatest and most complex needs. We will continue to have a focus on safeguarding and quality and will provide a new service for people who need help to regain their independence after an accident or illness, to help them stay out of hospital or residential care. In future, some adult social care services are likely to be delivered by

partner organisations such as the NHS and others in the public, private and voluntary sectors, with whom we will continue to work closely.

Question 4 : Do you agree that the council should work with partners to reduce the need for long-term social care, by helping people remain independent and supporting people with the most complex needs. Should we increase charges for adult social care services, for those people who can afford to pay? And, do you have any other thoughts on how we best support and make efficiencies in the way we support older and disabled people?

Clean and Safe Neighbourhoods:

We provide many key services which are crucial to the quality of life people experience in the city. We want to ensure that neighbourhoods are clean and safe. We recognise the importance of basic services such as refuse collection but also the significance of dealing with waste in a sustainable way. Anti-social behaviour is a blight on many people's lives and we are determined to tackle it. The costs of dealing with waste are rising, particularly as landfill taxes increase. You can help by recycling as much as you can, which will reduce the disposal bill and make our recycling services more cost effective. We will also need to look at how we best encourage recycling with the funding limits we will have. We will try to preserve spending on keeping the streets clean. Residents, however, are paying largely for the council to pick up the litter thrown down by the minority. We want to try a new approach to dealing with the problem at source, working at a local level to tackle hotspots and with our police colleagues on issues such as fly tipping, graffiti and anti-social behaviour, combining our resources to have the maximum impact in local areas. The council plays a key role in ensuring people's housing needs are met. We know that there are not enough affordable homes and the council receives thousands of requests for help by people threatened with homelessness. We will continue to place an emphasis on trying to develop new homes and resolving people's housing problems.

Question 5: Do you support our proposed priorities for clean and safe neighbourhoods and do you agree with a need to tackle local hot-spots and for people to take greater responsibility for their own actions? And, do you have any other thoughts on how we best support and make efficiencies in these service areas?

Sustainable Economy and Jobs:

We want Leeds to be a vibrant and sustainable city that has a thriving economy, a rich cultural life and an attractive environment. To achieve this we need to be sure that new developments are appropriate and relevant for the area they are planned for, maintaining an appropriate balance between development to create jobs and investment and the need to look after the environment. We also need to have a greater focus on the low carbon economy as well as a focus on improving broadband access across the city. We need to ensure people can get to where they want to go, preferably using sustainable transport and we need to ensure that the city offers a rich variety of things to do and places to go. A key priority is helping people to find work in this current economic climate. We want to work closely with education providers and employers and to make sure that local people are able to take up opportunities as they arise. We will work to make sure that any investment the council makes includes a commitment to jobs and training. We will also encourage major businesses to remain in or relocate to the city to create and retain jobs. To meet our future challenges we are reviewing all of our services, seeking partners to help us deliver better services where appropriate, removing duplication where needed and questioning services which are underused. For example, there is a separate consultation currently underway on the provision of library services across the city. We will also need to consider charging for some of the events and services we currently provide free of charge.

Question 6: Do you agree that Leeds needs to be vibrant and sustainable and that a key priority for us is to encourage investment and help people into work? And, do you have any other thoughts on how we best support and make efficiencies in these service areas?

Please let us have your views by visiting our website and completing the survey online at www.leeds.gov.uk/..... Or completing the attached questionnaire. The deadline for receipt of your comments is Friday 17th December 2010. If you have any questions please ring our

Contact Centre on (0113) 222 4444. Leeds City Council, Communications Team, Civic Hall, Leeds, LS1 1UR

Report of the Director of Resources

Executive Board

Date: 3rd November 2010

Subject: Financial Health Monitoring 2010/11 – Half year Report

Electoral Wards Affected:

☐

Ward Members consulted
(referred to in report)

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

Eligible for Call In

X

Not Eligible for Call In

(Details contained in the report)

☐

Executive Summary

1. The purpose of this report is to inform members of the financial health of the authority at the half year stage of the financial year in respect of the revenue budget and the housing revenue account.
2. The report identifies a number of pressures, particularly affecting income and demand led budgets. An overall overspend of £8.5m is projected at the half year stage compared to £3.6m at the end of the first quarter. Detailed directorate reports are included at Appendix 1.
3. Directorates have already developed and implemented a number of action plans but in light of the current projection, further options need to be articulated that will significantly reduce the funding gap by the year end.
4. Members are asked to note the projected financial position of the authority after six months of the financial year together with the impact on reserves should directorate spending not be maintained within approved estimates.
5. Members are also requested to approve budget adjustments as detailed in the report.

1. PURPOSE OF REPORT

- 1.1 This report sets out for the Board the Council's financial health position for 2010/11 at the half year stage of the financial year. The report covers revenue expenditure and income projected to the year end. The report also highlights the position regarding other key financial indicators, including Council Tax collection and the payment of creditors.
- 1.2 A separate report on the Capital Programme can be found elsewhere on this agenda.

2. BACKGROUND INFORMATION

- 2.1 Members will recall that the net budget¹ for the general fund was set at £569.3m, which was not supported by the use of any general fund reserves. As a result, the level of general fund reserves at 31st March 2011 were estimated to be £12.0m.
- 2.2 As reported to Corporate Governance and Audit Committee² in the 2009/10 Statement of Accounts report on 30th June 2010 the balance carried forward at 31st March 2010 was £16.0m. This figure could have changed if there were any significant events prior to the sign off of the accounts but there have been no variations to this position.
- 2.3 Budget Monitoring is a continuous process throughout the year, and this report reviews the position of the budget after six months and comments on the key issues impacting on the overall achievement of the budget for the current year.

3. MAIN ISSUES

- 3.1 After six months of the financial year an overspend of £8.5m is projected as detailed in table 1.
- 3.2 As part of the budget monitoring process, action plans built into budgets have been reviewed and the above projections do assume the continuing delivery of action plans both corporately and within directorates.

Table 1

Directorate	Director	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
		Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
Adult Social Care	Sandie Keene	(1,376)	9,696	494	8,813	7,442
Children's Services	Nigel Richardson	(1,088)	11,331	(3,254)	6,989	4,717
City Development	Martin Farrington	737	(3,480)	3,285	542	469
Environment & Neighbourhoods	Neil Evans	1,074	(3,224)	3,963	1,813	1,984
Resources	Alan Gay	(2,057)	1,236	(607)	(1,428)	(1,584)
Corporate Governance	Nicole Jackson	346	7	(545)	(192)	(308)
Planning, Policy and Improvement	James Rogers	120	(131)	(104)	(115)	(115)
Total		(2,244)	15,434	3,231	16,421	12,605

Corporate issues						
Rolled up interest					(600)	(600)
Capitalisation					(2,500)	(2,500)
Contingency Fund					(2,100)	(3,200)
Loss of LABGI grant					500	500
Use of balance sheet items					(3,200)	(3,200)
Total					8,521	3,605

3.3 Full details of directorate variations and proposed actions to help achieve a balanced budget are attached as Appendix 1. These variations reflect all approved virements to date. The main variations can be analysed as follows:

3.3.1 Staffing

The overall staffing budget is projected to underspend by £2.2m compared to £2.9m at the first quarter. This reflects the continued management of vacancies, overtime and the use of agency staff throughout the Council, partly offset by £0.5m reflecting the impact on the staffing budget of the in year reductions in grants. In some areas, services are managing workforce change and redesigning services to meet reduced demand. This particularly applies to City Development and Neighbourhoods and Housing.

3.3.2 Other Expenditure Variations

Other expenditure variations total £15.4m compared to £13m at the first quarter. Externally provided placements, both residential and with independent fostering agencies, continue to be a major pressure on the Children's Services budget and are projected to be £11.1m overspent at the end of the financial year, an increase of £3.1m. Within Adult Social Care, residential and nursing care placements have increased by £1.5m from the first quarter position and the service is forecast to be £4.8m above the budget. This trend is repeated in Domiciliary Care, projected to be £4.8m higher than budget, an increase of £0.5m. As reported in the first quarter, Service User contributions for home care and residential care is reduced by £0.7m. In addition, pressures on the Learning Disability pooled budget amounts to £0.8m.

3.3.3 Income

Income variations are broadly in line with the first quarter position. The main pressures being car parking £1.0m, recreation £0.7m, and architectural design services £0.4m. In addition, within Environment and Neighbourhoods, Yorkshire Forward has reduced its grant to the Jobs and Skills service £0.4m, and the Leeds Asylum service is to have the number of asylum seekers in the contract reduced, which coupled with the loss of the Hillside Induction contract amounts to a net cost of £0.6m.

3.3.4 Corporate Issues

The 2010/11 budget included a challenging savings target in respect of debt charges. As at month 6 £2.5m is still to be achieved, although it is anticipated that by pro-active treasury management this saving will be achieved.

The latest projection assumes additional capitalisation of £2.5m can be achieved at the year end, based on the levels achieved in 2009/10.

A general provision of £3.2m for unforeseen events was included in the contingency fund. It is now proposed to earmark £2.1m of this amount to reduce the impact of directorate pressures.

A detailed examination of balance sheets has resulted in £3.2m being made available to support in year budget pressures. This is one off funding and will have implications for future years, which will require addressing as part of the budget preparation for 2011/12. In addition, it is proposed to utilise the remaining Education Leeds operating surplus to offset the budget pressures in Children's services. Again this is one off.

3.3.5 It is important that budget pressures are addressed by directorates who are required to continue to develop and implement action plans to manage their pressures within available resources. It is imperative that these action plans are robust and will deliver a balanced budget by the year end.

3.3.6 The extent to which these action plans are not effective in containing spending within approved estimates will impact on the Council's reserves which will clearly have implications on the medium term financial plan assumptions going forward.

3.4 Budget Adjustments

3.4.1 Within Adults Social Care the directorate has identified a number of in-year underspends that are to be transferred to offset directorate pressures. Staffing savings within the budget of the Chief Officer Access & Inclusion amount to £1,400k and contract savings from the Chief Officer Strategic Commissioning total £650k. Of this £2,050k it is proposed that £1,050k is transferred to the independent sector domiciliary care budget and £1,000k to the residential and nursing care placements budget, both of which are the responsibility of the Chief Officer Access & Inclusion. These items require approval by Executive Board.

3.4.2 Within City Development, the directorate is proposing to make savings on the Highway maintenance budget of £1.25m, £0.842m from the Local Enterprise Growth initiative (LEGI) budget and £0.3m from the library book fund to reduce the projected impact of other pressures.

- 3.4.3 There are also a number of other in year underspends detailed in the directorate reports. It is proposed that these are used to offset overspends within the relevant directorates which, in accordance with the virement rules, do not require formal approval by Executive Board.

4. Risks

- 4.1 The Council has prepared and maintained a financial risk register for a number of years. The register details the risk and consequences, existing controls to mitigate against the risk, the value in monetary terms of the risk, review dates and progress towards managing the risk within existing resources. The register is prepared before the start of each financial year and is monitored on a regular basis. Any significant changes will be reported to this Board as part of the financial health report.
- 4.2 After six months of the year there remain 13 risks which are high or very high. As shown in the table below there is 1 new risk, and 1 has moved from medium to high.

			Quarter 1			Quarter 2		
	Risk	Key Budget Impacted	P	I	Corporate Rating	P	I	Corporate Rating
↑	The increase in the Children's and Young Persons Social care externally provided residential placement budget (£2.1m) may not be sufficient to meet demand.	Children and Young People Social Care	4	5	Very High	5	5	Very High
↑	The increase in the fostering budget (£2.1m) may not be sufficient to meet demand. In addition, slippage on the budgeted action plan around recruiting additional in-house carers and reducing the use of externally provided Independent Fostering Agency placements may not be achieved.	Children and Young People Social Care	4	5	Very High	5	5	Very High
↑	Indicative weekly placement allocations Gatekeeping panels and weekly monitoring of their decisions Monthly monitoring of placement numbers in payment Performance monitoring of personalisation targets (Direct Payments and /Individual Budgets) Monthly budget monitoring and reporting	Access & Inclusion	4	4	Very High	5	4	Very High
New Risk	The price of fuel rises above the budgeted price per litre.	Streetscene Services	N/A			4	3	High
↑	Income from planning and building fees falls short of the budget assumptions. The budget in 2010/11 has been reduced by £1.1m. This assumes there will be some improvement in economic conditions from 2009/10. Further deterioration could have a significant impact on the income base. The combined budget is £5m, up to £0.75m is considered at risk.	Planning and sustainable Development	3	2	Medium	3	3	High

5 HOUSING REVENUE ACCOUNT (HRA)

- 5.1 At the end of the half year the HRA is projecting a deficit of £45k.
- 5.2 Average void levels for the period are lower than budgeted, which if maintained will generate additional rental income of £2.3m. £1.8m of this will be paid over to the ALMOs as additional void incentive payments.
- 5.3 As detailed in the directorate report attached, it is proposed that a replacement Care Ring emergency alarm scheme is funded from HRA reserves at a cost of £733k in the current. This would leave projected reserves carried forward of £3.9m. Members of Executive Board are requested to give approval to the use of reserves for this purpose and the injection of this amount into the Capital Programme.

6. SCHOOLS

- 6.1 School reserves stood at £17.1m as at 31st March 2010. This comprised overall surpluses of £12.4m in primary, £4.3m in secondary and £0.4m in Specialist Inclusive Learning Centres (SILCs). It should be noted that within these overall surpluses there were some individual schools with deficit balances. The average primary school balance was 6.2%, the average secondary school balance was 2.1% and the average SILC balance was 2.5% of the school budget. Excess individual school surpluses above specified limits were subject to claw back and redistribution to the other schools. These totalled £159k in 2009/10.
- 6.2 In line with the Leeds Scheme for Financing Schools, any school which had a deficit at the close of 2009/10 and were planning to set a deficit budget for 2010/11 are required to submit an action plan showing in detail how they intend to achieve a balanced budget position within three years. All of these action plans (11 schools) have now been submitted to Education Leeds and assessed for their viability with implementation monitored regularly. They were also submitted to the Director of Resources as per the approved policy.

7. OTHER FINANCIAL PERFORMANCE

- 7.1 The level of council tax collected at the end of Sept 2010 is 55.89% of the debit for the year of £259.7m. This is marginally ahead of the same period last year, and on track to hit the target of 96.5%.
- 7.2 The collection of non-domestic rates for the first six months is 61.59% of the current net debit of £328.8m. The collection rate is 0.8% ahead of the rate at the end of the second quarter last year. This improvement is partially due to the impact of the additional Small Business Rate Relief, however the underlying trend indicates collection is again on track to hit the target of 97.8%.
- 7.3 In terms of Sundry income, the collection rate at the end of Sept is 93.83% of the amount due of £68.5m. The collection rate is ahead of the rate at the same point last year and on course to hit the yearly target of 97.0%.
- 7.4 The prompt payment result at the half year is 89.11% of undisputed processed within 30 days against a target of 92%. During the period 287,042 invoices were paid, of which 31,253 were paid after 30 days. Overall 92.3% of invoices are paid within 40 days and 100% of small suppliers are paid within 20 days.

8. RECOMMENDATION

- 8.1 Members of the Executive Board are asked to note the projected financial position of the authority after six months of the financial year and request that directorates continue to develop and implement action plans which are robust and will deliver a balanced budget by the year end. Members are also asked to note the actions which Directorates are currently taking including using identified underspends to offset projected areas of overspend.
- 8.2 Members are also requested to approve the release of £733k from the Housing Revenue Account Reserve to fund the cost of a replacement Care Ring emergency alarm scheme and the injection of this amount into the Capital Programme.
- 8.3 Members are also requested to approve virements within Adult Social Care as detailed in paragraph 3.4. above.

BACKGROUND

¹ Revenue Budget and Council Tax 2010/11 – report to Executive Board 12th February 2010

² The Statement of Accounts 2009/10 – report to Corporate Governance and Audit Committee 30th June 2010

Reporting Period September 2010

Directorate **Adults Social Care**

	Traffic Light	Service	Chief Officer	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
				Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
A		Partnership & Organisational Development	Deputy Director-Partnership and Organisational Effectiveness	(56)	85	(3)	26	20
R		Access & Inclusion	Chief Officer Access and Inclusion	(1,568)	9,771	508	8,711	7,675
G		Strategic Commissioning	Deputy Director Strategic Commissioning	(210)	(689)	46	(854)	(51)
G		Resources	Chief Officer Resources & Strategy	(57)	27	0	(30)	(533)
R		Learning Disabilities Service	Chief Officer Learning Disabilities	515	502	(57)	960	332
R		Total		(1,375)	9,696	494	8,813	7,443

ADULT SOCIAL CARE DIRECTORATE: 2010/11 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for the Adult Social Care directorate for Period 6.

Part of the context for the current position relates back to the 2009/10 outturn, which was £7.7m higher than the budget. The main variations related to community care packages, mainly for older people and people with learning disabilities.

The 2010/11 budget included additional resources for Adult Social Care of £4.5m. However, additional requirements significantly exceeded this increased funding, mainly reflecting the demographic pressures affecting older people's and learning disability services that impacted on the 2009/10 outturn. In order to fund them £18.4m of measures needed to be included within the 2010/11 budget for different ways of spending.

2.0 Overall Summary

The Period 6 position for the Adult Social Care Directorate is a projected overspend of £8.8m compared with the Net Managed Budget of £181.3m. This takes account of the following savings on target to be delivered by the year-end:

Budgeted spending realignment (£18.4m budget target)	£10.8m
Further in-year action plans & contingency actions	£4.1m
Savings that have avoided additional costs being incurred	£2.2m

In summary, the projected variance of £8.8m is made up of three main elements:

Slippage with budgeted action plans	£4.0m
Demand management issues	£7.1m
In-year savings & other variations (net)	(£2.3m)

3.0 Explanation of the Projected Overspend

The main projected variances are explained below:

- **Community Care Packages - £9.4m**

- Residential and Nursing Care Placements - £4.8m

- The 2009/10 outturn for placements was £64.8m. The 2010/11 budget was set at £59.4m, anticipating an accelerating downward trend and reflecting a number of planned actions. Some of these totaling £1.3m have been successfully delivered, for example managing inflation and making better use of in-house beds, although a shortfall of £0.7m is currently projected against these plans. However, based on six months of rigorous gatekeeping the total number of placements is projected to exceed the budget and thus anticipated demand management savings will not be achieved. This accounts for £4.1m of the projected overspend, but it is important to note that the projected outturn of £64.2m is £0.6m less than the 2009/10 outturn. With regard to managing demand, there are two significant factors that are outside the direct control of Adult Social Care:

- Activity levels within hospitals, which increased significantly in April 2009 and have remained at a similar level since. In addition, people are being placed in residential and nursing care direct from hospital without a further period for recovery and assessment, which is contrary to good practice guidelines. There have been 337 such placements between April and September. Work is underway with NHS Leeds to attempt to address these issues.
- When former self-funders reach the threshold for local authority funding the Council has a legal duty to begin paying for their continued placement. 53 such cases were taken on in the first six months of 2010/11.

The scrutiny at gatekeeping panels has confirmed that people are being placed appropriately and the average age of clients placed to date this year is 83 years.

Independent Sector Domiciliary Care - £4.8m

The 2010/11 budget was set anticipating an improvement in the take-up of work by the directly provided service, a reduced need for high cost packages through the impact of reablement and telecare and savings through contracting efficiencies. Accordingly, the 2010/11 budget was set at £4.4m less than the 2009/10 outturn. Some measures are succeeding with projected savings totaling £0.8m, mainly from telecare and contracting efficiencies. In addition, based on the increased productivity within the directly provided service since the start of the financial year, spend of £2.2m in the independent sector has been avoided. However, there has been slippage in delivering the budgeted reablement savings which reflects a lack of programme management capacity for this major piece of work until the start of the financial year and lessons learned from the early implementer areas necessitating full roll-out being rescheduled over a longer time period. This, together with some relatively minor slippage on other planned actions, accounts for £2.4m of the projected overspend. The remaining £2.4m reflects increased demand that has continued since the 2010/11 budget was set. Significant contributory factors outside the direct control of Adult Social Care are the hospital admission and discharge rates and the level of demand for care from people with eligible social care needs. Rigorous gatekeeping arrangements have been in place for the last six months, which has identified that the packages being approved are appropriate given the needs of customers and the average age of people approved to receive intensive care packages is 84 years.

Direct Payments & Personal Budgets – (£0.2m)

This expenditure reflects the extent to which customers choose to receive their services as a cash payment rather than through traditional services and the level of need being met by the care package. This expenditure is currently projected to be £0.2m lower than budgeted based on trends in spend over recent months.

- **Learning Disability Pooled Budget - £0.8m**

The Council and NHS Leeds share the responsibility for the learning disability pooled budget on a 60:40 basis. The overall projection for the pooled budget is currently £1.3m higher than budgeted, of which the Council's share is £0.8m. The 2010/11 budget made provision for new care packages based on cases expected to transfer from children's to adult services and projected spend is in line with the budget. A further provision was made for new or increased care packages for other potential customers, for example those living with elderly

family carers whose increasing age and frailty means they can no longer provide care. The projected costs for these cases are higher than budgeted, with three complex cases approved at the start of the year amounting to £0.7m.

- **Staffing – (£1.4m)**

This reflects the careful management of vacancies, agency staff and overtime across services. This includes the impact of contingency actions being implemented by Chief Officers to mitigate the pressures within the community care budget.

- **Housing Benefit Income – (£0.3m)**

The 2010/11 budget reflected the planned transfer of some supported living properties from Adult Social Care to the management of the ALMOs. This was planned so that the management of the properties would be clearly separated from the provision of care and support services in line with Care Quality Commission requirements. Additional Housing Benefit income of £0.3m is projected as the transfer of these properties has not yet taken place. This additional income is partly offset by the running costs of the properties.

- **Service User Contributions - £0.7m**

This partly reflects the roll through into 2010/11 of the lower than budgeted home care income identified in the final quarter of 2009/10. It also reflects residential care income being below the budget as more beds than anticipated have been either unoccupied or occupied by transitional care cases which do not generate a customer contribution. There is excess capacity within the residential care sector in Leeds and recently some new purpose-built care homes with the most modern facilities have become operational, both of which have affected demand for beds in Council run homes.

The continued upward trend in care requirements remains a cause for concern. Whilst some allowance has been made in the projections for increased demands in future months, continued growth at the current rate will lead to an increase in the projection.

4.0 Virements for Approval

The directorate has identified a number of in-year underspends that are to be transferred to offset directorate pressures. Staffing savings within the budget of the Chief Officer Access & Inclusion amount to £1,400k and contract savings from the Chief Officer Strategic Commissioning total £650k. Of this £2,050k it is proposed that £1,050k is transferred to the independent sector domiciliary care budget and £1,000k to the residential and nursing care placements budget, both of which are the responsibility of the Chief Officer Access & Inclusion.

As part of the first quarter financial health report, the responsibilities of the former Chief Officer Support & Enablement were transferred to other Chief Officers. It has now been identified that the community support service for extra care housing schemes that was transferred to the Chief Officer Access & Inclusion is now the responsibility of the Chief Officer Older People & Learning Disability. The budget for this service is £340k.

When the 2010/11 budget was set £388k was held within the training budget for the Chief Officer Resources and Strategy pending service requirements being clarified. Approval is now sought to transfer £197k to the contribution to the Learning Disability

Pooled Budget (Chief Officer Older People & Learning Disability). Approval is sought to transfer £191k to the internal recharge income budget for the Quality and Performance Team (Deputy Director Strategic Commissioning) so that the budget properly reflects the recharge to Children's Services for this team no longer being required.

Reporting Period September 2010

Directorate Children's Services

Traffic Light	Service	Chief Officer	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
			Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
G	Early Years	Chief Officer Early Years and Youth Services	(1,580)	(237)	(362)	(2,178)	(1,500)
R	Integrated Youth Support Service	Chief Officer Early Years and Youth Services	37	488	263	787	242
R	Children's Social Care	Chief Officer Children and Young People's Social Care	468	11,093	(722)	10,839	7,693
G	Youth Offending Service	Chief Officer Early Years and Youth Services	47	(79)	(579)	(611)	(69)
G	Dcs Unit	Deputy Director – Commissioning	(61)	65	(25)	(20)	251
G	Support Costs and Central Accounts	Deputy Director – Commissioning	0	1	(4)	(3)	0
G	Education Leeds	Deputy Director – Commissioning	0	0	(1,825)	(1,825)	(1,900)
R	Total		(1,088)	11,331	(3,254)	6,989	4,717

CHILDREN'S SERVICES: 2010/11 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the half-year financial position for Children's Services.

2.0 Overall Summary

The half-year position for Children's Services is a projected overspend of £7m. This projection recognises financial pressures in 2010/11 of around £22m which reflects increasing demand pressures and also the in-year reductions in grant funding, including the £5m reduction in Area Based Grant. These pressures are offset by £15m of budget action plans and savings/efficiencies across the Directorate, including the delivery of the Children's Services integration budget action plan, utilising balance sheet reserves, the grant/funding reductions strategies as well as the Children's Centre sustainability programme.

3.0 Explanation of the projected over/underspend

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

	Period 6 Over/(under) £m	Period 3 Over/(under) £m
DCS Unit & Central	-	0.2
Children & Young People's Social Care	10.8	7.7
Youth Service & Youth Offending Service	0.3	0.2
Early Years	(2.2)	(1.5)
Education	(1.9)	(1.9)
Total – Children's Services	7.0	4.7

3.2 Summary of key issues

3.2.1 The main financial pressure in Children's Services, continues to be in the externally provided residential and fostering budgets. At present, the forecast impact in 2010/11 of the current placements, less revised action plan savings, is **£11.14**.

		Latest Budget £m	Forecast Outturn (P6) £m	Forecast Variation (P6) £m	Movement from P5 Adv/(fav) £m
1) General Residential Placements	Gross Cost	5.82	12.08	6.26	0.30
	Income from Health	(0.59)	(0.60)	(0.01)	0.00
	Income from Education	(0.30)	(0.28)	0.02	0.00
	Total	4.93	11.20	6.27	0.30
2) Other Residential Placements	Gross Cost	1.27	1.86	0.59	0.06
3) Independent Sector Fostering Agencies	Gross Cost	2.09	7.03	4.94	(0.04)
	Less: Budget Savings Plan	0.00	(0.66)	(0.66)	0.24
	Total	2.09	6.37	4.29	0.20
4) Grand Total	Gross Cost	9.18	20.97	11.79	0.32
	Budget Savings Plan	0.00	(0.66)	(0.66)	0.24
	Income from Health	(0.59)	(0.60)	(0.01)	0.00
	Income from Education	(0.30)	(0.28)	0.02	0.00
	Total	8.29	19.43	11.14	0.56

3.2.2 The half-year financial projections recognise the growth in the number of looked after children and specifically the continuing growth in the number of externally provided residential and fostering placements. At the end of September, there were 80

children & young people in externally provided residential placements (48 budgeted for) and 168 children & young people in placements with Independent Fostering Agencies (44 budgeted for). Recognising the current growth trend around new placements, the financial projections include a £1m provision for new placements to the end of March 2011. In addition, it should be noted that the projections also include budget action plans around securing contributions from partners (£0.5m) and £0.66m around placements with Independent Fostering Agencies. The pressures on the external placement budgets are partly offset by projected savings of £1.2m on the in-house allowances & fees budgets, which reflects the changing mix of placements.

- 3.2.3 Other budget pressures in Children & Young People's Social Care include a £0.4m pressure on the cost of legal advice/fees, and also a £0.3m pressure on client transport which is mitigated by a budget action plan of £150k around procurement efficiencies and a review of journeys for Looked after Children.
- 3.2.4 In Early Years, the £2.2m forecast underspend is largely being generated across the staffing budgets and in particular across the Early Years managed Children's Centres. In recognition of the £2.49m in-year reduction in Area Based Grant funding across Leeds Children's Fund, Connexions, Positive Activities and Engage, the service is currently implementing the in-year variations to contracts in respect of Sure Start and Leeds Children's Fund. In addition, the service is managing in-year reductions in the Nursery Education Pathfinder Grant (£0.15m), the Buddying grant (£0.18m) and Playbuilder grant (£20k).
- 3.2.5 Across the Integrated Youth Support Service (including the Youth Offending Service), we are anticipating an overspend of £0.3m. This forecast recognises the strategy to manage the £2.49m in-year reduction in Area Based Grant funding across Leeds Children's Fund, Connexions, Positive Activities and Engage. Following Executive Board approval, the service is currently implementing the agreed strategy which includes action to review and reduce contracts & funding agreements across both in-house and externally provided services. This strategy seeks to prioritise remaining funding towards targeted and specialist provision although recognising that the Council still has a statutory responsibility for universal advice & guidance. In addition, the forecast overspend recognises the slippage on the implementation of the budget action plan in respect of the Community Use of Schools and also a budget action plan to utilise a £0.5m Youth Offending Service earmarked reserve.
- 3.2.6 The forecast balanced position on the DCS & Central budgets reflects that the £1.25m integration & commissioning budget action plan savings will be delivered in full in 2010/11. Against, this £1.25m target, we have actioned £0.4m of savings and the remaining balance will be delivered through in-year savings and efficiencies across Education Leeds.
- 3.2.7 The £1.9m forecast underspend on the Education budgets relates wholly to the budget action plan proposal to utilise the remaining Education Leeds operating surplus to offset the budget pressures elsewhere in Children's Services. In addition, as per para 3.2.6, Education Leeds are projecting in-year savings and efficiencies of £0.8m which will be used to deliver part of the budget action plan target around integration and transformation of Children's Services.
- 3.2.8 Work is continuing across Children's Services to identify further opportunities to reduce the £7m forecast overspend. This work includes maintaining the current restrictions on staffing recruitment and also continuing to limit spend to those items which are essential.

Reporting Period September 2010

Directorate City Development

	Traffic Light	Service	Chief Officer	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
				Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
G		Economic Services	Chief Economic Development Officer	(89)	(591)	(137)	(817)	(1,080)
R		Asset Management	Chief Officer Asset Management	205	(435)	613	383	567
G		Highways and Transportation	Chief Officer Highways and Transportation	(550)	(1,669)	(17)	(2,237)	(1,881)
G		Libraries, Arts and Heritage	Chief Libraries, Arts and Heritage Officer	(216)	(199)	174	(241)	(30)
R		Recreation	Chief Recreation Officer	729	(496)	838	1,072	873
G		Resources and Strategy	Chief Officer Resources and Strategy	1	(214)	113	(101)	(70)
R		Planning and Sustainable Development	Chief Planning and Sustainable Development Officer	657	124	1,702	2,482	2,088
R		Total		737	(3,480)	3,285	542	469

CITY DEVELOPMENT DIRECTORATE: 2010/11 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for City Development Directorate for Period 6.

2.0 Overall Summary

The Period 6 position for City Development Directorate is a projected overspend of £544k. This is a reduction of £434k on the position reported for Period 5 and is mainly due to a reduction in the projected overspend on staffing across the directorate.

3.0 Explanation of the Projected Overspend

The main reason for the overall projected overspend is a shortfall in income. The shortfall in income across the directorate is forecast to be £3.3m. The income shortfall includes the abolition of the Housing and Planning Delivery Grant (HPDG) and Free Swimming grants with a net impact of approximately £1m.

An overspend on staffing is forecast in some areas where not all the assumed savings have been fully realised and some overspends on running costs where budget actions have yet to be achieved. The major budget variations can be summarised as follows:

	£000s
<u>Major Budget Pressures:</u>	
Building Fees shortfall	414
Planning Fees shortfall	709
Architectural Design Services net income shortfall	413
Recreation income	839
Net Staffing	737
Loss of HPDG	<u>900</u>
	4,012
Offset proposals:	
Contingency release requests	(1,016)
Highway maintenance	(1,250)
Library book fund	(300)
LEGI underspend (Legacy programme)	(842)
Net other variations	<u>(60)</u>
Total	544

Income

Period 6 has seen an improvement in both planning and building fee income. The actual shortfall in planning fees at Period 6 is £327k and £231k for building fees. The year end projected shortfall is £709k for planning fees and £414k for building fees. The service has recently experienced an increase in minor and major planning applications and this has now started being reflected in the income figures. There is

provision in central contingency of £400k for shortfalls in planning and building fee income.

Architectural Design Services has been experiencing reducing workloads for some time and a consultation exercise on the future direction of this service is now being carried out. Overall a net income shortfall of £413k is forecast for the year. This is an improvement on the Period 5 position and is mainly due to a reduction in service costs. The service is also continuing to work on an action plan to deal with the budget position, this includes managing staffing downwards to an appropriate level.

A number of income targets across Recreation Services are unlikely to be met. Some of the shortfall in income will be offset by reduced expenditure.

The announcement of in year cuts to various grants included the abolition of the Housing and Planning Delivery Grant. The directorate had budgeted to receive £900k in 2010/11. The loss of this grant has increased significantly the forecast overspend for Planning and Sustainable Development services. The government grant for the Free Swimming scheme has also been withdrawn from 31.7.10. Although charges will be re-instated there will still be a net shortfall in income in 2010/11.

Staffing

The 2010/11 budget includes challenging saving targets for staffing. All services have been progressing Early Leaver cases and a number of restructures have been taking place in the directorate. The forecast overspend on staffing is £737k which is a reduction on the Period 5 position and reflects the ongoing work across the directorate to actively manage staffing.

Most services are forecast to achieve the target savings. The three services where this is not the case are Planning Services, Parks and Countryside and Sport and Active Recreation. Restructures are being progressed in all three services with the Parks and Countryside structure now approved.

Measures to actively manage staffing will continue to be pursued and all requests for post releases are presented to the City Development Directorate management team. Approvals to fill posts are mostly on a temporary basis, and then only front line posts, where they are required to keep the service open, generate income, or health and safety.

Operational Budgets

Some operational budget overspends are due to delays in the implementation of actions, the Executive Board decision to extend by four months the opening of South Leeds Sport Centre, cost an estimated additional £130k. There will be an overspend of £40k on the Business Support Scheme administered by Economic Development due to additional commitments against the scheme. Other budget pressures include additional expenditure of £235k on planning appeals in Planning and Sustainable Development.

Within the Local Enterprise Growth Initiative programme some schemes have been delayed and it is proposed to utilise the unspent revenue balance of £842k to offset in year directorate pressures although the approval of the Legacy programme means that funding will be required in 2011/12 and 2012/13 for the Legacy Programme.

The projection now includes a number of savings proposals including a reduction in the library book fund of £300k.

The Period 6 projection also incorporates other proposed actions including savings on highway maintenance of £1.25m although the maintenance budget has also been enhanced this year by the receipt of an additional £774k from the 'pot hole' grant. This additional funding will be fully spent on eligible schemes in line with the terms and conditions of the grant. The service is also looking at options for other savings which would reduce the actual saving required on the maintenance budget.

Recommendations

Members of the Executive Board are asked to approve the proposed savings of £1.25m from the highway maintenance budget, £0.842m from the LEGL budget and £0.3m from the library book fund.

Directorate		Environment & Neighbourhoods				(Under) / Over Spend for the current period			First Quarter
Traffic Light	Service	Chief Officer	Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000			(Under)/Over Spend £000
G	Safer Leeds Drugs Team	Chief Community Safety Officer	(10)	10	0	0			0
R	Street Scene Environmental Services	Chief Environmental Services Officer	197	903	(161)	938			682
R	Health and Environmental Action	Chief Environmental Services Officer	460	90	(343)	206			84
R	Car Parking Services	Chief Environmental Services Officer	(238)	(118)	1,143	786			785
G	Community Safety	Chief Community Safety Officer	105	87	(170)	22			108
G	Safer Leeds Partnership	Chief Community Safety Officer	0	0	0	0			(167)
R	Regeneration	Chief Regeneration Officer	540	(4)	(155)	381			515
R	Jobs & Skills	Chief Regeneration Officer	520	109	47	677			525
G	Community Centres	Chief Regeneration Officer	0	(112)	(88)	(200)			(205)
G	Housing Services	Director of Environment and Neighbourhoods	(117)	(3,861)	3,856	(122)			346
G	General Fund Support Services	Chief Officer Resources and Strategy	(53)	2	0	(51)			(66)
G	Waste Management	Chief Environmental Services Officer	(330)	(329)	(165)	(824)			(624)
R	Total		1,074	(3,224)	3,963	1,813			1,984

ENVIRONMENT AND NEIGHBOURHOODS : 2010/11 BUDGET – PERIOD 6 REPORT

1.0 Introduction

This report sets out the financial position for Environment and Neighbourhoods Directorate for Period 6.

2.0 Overall Summary

The period 6 position for Environment and Neighbourhoods Directorate projects an overspend of £1.8m made up of £1.1m on Environment Services, and £0.7m on Neighbourhoods and Housing Services. This projection reflects actions identified to address the in year reductions in both Area Based grant and LPSA2 reward grant.

3.0 Explanation of the Projected Overspend

Neighbourhoods and Housing Services are projecting an overall variation of £0.7m. This position reflects the impact of reductions in Area Based grant, and LPSA2 grant (£1.3m) being addressed through a combination of the utilisation of other funding sources and the identification of efficiency savings. A variance of £0.1m in terms of grant retraction arrangements is reflected in the Directorate's projected outturn position.

Staffing variations of £1.0m largely reflect a combination of grant fallout in 2010/11, the costs associated with staff who are currently in managing workforce change and further work to redesign the Jobs and Skills service to support Council priorities.

Income reductions of £0.4m largely relate to a reduction in the level of grant receivable in the Jobs and Skills service.

The Leeds Asylum Service has received notification from the Regional Migration Team that UK Borders & Immigration Agency (UKBIA) will reduce the number of asylum seekers in the current contract. As a result of this, income is forecast to reduce by £1.4m which is partially offset by savings on running costs of £0.9m. Further, UKBIA have also terminated the Hillside Induction Contract from 1st October, half year effect of this is a net loss of income of £0.2m.

These pressures are partially offset by the identification of expenditure which is more appropriate to charge to the Housing Revenue Account (£0.5m), whilst a review of all items of expenditure has targeted further savings of £0.3m across all services.

Through a combination of identified efficiencies, combined with a higher level of voids with the subsequent reduction in payments to providers, an underspend of £0.7m on the Supporting People grant is projected.

Within Environmental Services an overspend of £1.1m is forecast.

Staffing projections (excluding the effects of grant fallout) across the Division indicate a saving of £0.9m will be achieved.

The delivery of the Streetscene Change Programme has been impacted upon by the fact that the process for the delivery of the identified efficiency savings has proved to be complex and this has resulted in a variation of £0.7m when compared to the

targeted level of saving. However as a result of this, the full year savings are now anticipated to increase to £2.4m from the £2m originally projected.

Ongoing increased fuel prices across Streetscene are estimated at £0.3m and increased repairs on vehicles £0.31, mainly due to landfill damage.

The loss of £1.12m LPSA2 grant which has been partially offset by a retraction of resources utilized, leaves a budget pressure of £0.5m.

Car parking income is projected to be £1.1m lower than the budget and this is largely as a result of reduced patronage of car parks and a reduction in the number of parking offences. The implementation of bus lane enforcement in the City Centre is now scheduled for January 2011.

After a review of all running costs across the division, including landfill, savings of £0.8m have been identified. Additional income of £0.1m is estimated from the increased price of recycled scrap metal and glass.

Housing Revenue Account (HRA)

At the end of Period 6 the HRA is projecting a deficit of £45k.

Key variances - Income

£2.3m of additional rental income is projected from dwellings and miscellaneous properties. This additional income is as a result of void levels being lower than budgeted and the decline in Right to Buy (RTB) sales. Of the increased income it is projected that £1.8m will be paid over to the ALMOs as additional void incentive payments.

Housing Subsidy payments have been reduced by £1m to reflect a reduction in interest rates. This will be offset by a reduction in capital charges to the HRA.

Key Variances - Expenditure

There are projected savings of £276k on salaries and wages, primarily due to posts being held vacant and a number of additional officers taking early retirement at the end of March 2010.

There is a projected overspend of £1,055k on supplies and services. The key reasons for this are as follows: -

- (a) an increase in pass through costs in relation to the Swarcliffe PFI scheme (£210k). These costs will be primarily funded from the PFI Sinking Fund.
- (b) CCTV and Community Centre costs being identified as more appropriate to charge to the HRA (£500k)
- (c) additional costs in relation to the Lifetime Homes PFI (£269k)

Payments to the ALMOs are projected to increase by £1.8m due to the ALMOs receiving incentive payments as a result of void levels being 1.1% less than budgeted.

At Quarter 2 a review of the contribution to the bad debt provision indicated a need to increase the provision by £49k. This is as a result of an increase in Former Tenant and leaseholder arrears.

Use of HRA reserves to fund replacement CareRing equipment

Across the Leeds ALMOs the Care Ring emergency alarm scheme provides a safety net for vulnerable older residents living in sheltered accommodation. The equipment is old (in some cases over 30 years old) and in need of replacement with new digital equipment which is compatible with wider telecare equipment. The current equipment does not meet the functionality in terms of fire alarms as recommended by the Fire Service. The Audit Commission inspections of the Leeds ALMOs all highlighted the need for modernisation of the equipment. Additionally equipment is situated in warden's own accommodation despite the accommodation no longer being a tied or service tenancy. Across the city there are 113 schemes which are in need of replacement.

The total cost for replacement (which includes removal of the old equipment, installation of new and the cost of the kit itself) is £733k. It is proposed that the replacement programme operates over two phases: the first phase being the replacement of the equipment in the homes of retired wardens or void properties and those schemes where the equipment remains in the warden's home. It is proposed to utilise HRA reserves to fund this expenditure and a Design Cost report seeking authority to spend will be submitted in the future.

Reporting Period September 2010

Directorate		Resources		(Under) / Over Spend for the current period				First Quarter
Traffic Light	Service	Chief Officer	Staffing	Other Expenditure	Income	Total (Under) Overspend	(Under)/Over	Spend
			£000	£000	£000	£000		£000
G	Financial Management	Chief Officer Financial Management	(55)	6	(21)	(71)		1
G	Business Support Centre	Chief Officer Financial Management	(106)	94	(92)	(105)		(105)
G	Financial Development	Chief Officer Financial Development	(77)	30	(75)	(122)		(84)
R	Cost of Collection	Chief Revenues and Benefits Officer	0	0	178	178		(14)
R	Revenue Services	Chief Revenues and Benefits Officer	64	45	12	121		177
G	Benefits Service	Chief Revenues and Benefits Officer	(186)	(78)	27	(236)		(193)
G	Student Support	Chief Revenues and Benefits Officer	(113)	(13)	0	(126)		(121)
G	Housing Benefit	Chief Revenues and Benefits Officer	0	575	(797)	(222)		(248)
G	Information Technology	Chief ICT Officer	(832)	553	271	(8)		(121)
G	Human Resources	Chief Officer HR	(427)	255	58	(113)		(117)
G	Audit & Risk	Chief Officer Audit and Risk	(322)	(9)	6	(325)		(325)
R	Support Services and Directorate	Chief Officer Resources and Strategy	89	14	0	103		115
G	Public Private Partnership Unit	Chief Officer PPPU	(224)	(35)	225	(34)		80
G	Corporate Property Management	Chief Officer CPM	(318)	(105)	195	(227)		(97)
G	Commercial Services	Chief Officer Commercial Services	(242)	182	41	(18)		(31)
G	Commercial Services Trading	Chief Officer Commercial Services	690	(279)	(634)	(222)		(500)
G	Total		(2,057)	1,236	(607)	(1,428)		(1,584)

Reporting Period September 2010

Directorate	Service	Chief Officer	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
			Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
G	Legal, Licensing and Registration	Chief Legal Services Officer	228	222	(655)	(204)	(350)
G	Democratic Services	Chief Democratic Services Officer	27	(28)	7	6	40
G	Procurement	Chief Procurement Officer	369	322	(684)	7	2
G	Total		625	516	(1,333)	(192)	(308)

Reporting Period September 2010

Directorate **Planning, Policy and Improvement**

Traffic Light	Service	Chief Officer	(Under) / Over Spend for the current period				First Quarter (Under)/Over Spend £000
			Staffing £000	Other Expenditure £000	Income £000	Total (Under) Overspend £000	
G	Executive Support	Assistant Chief Executive	0	0	0	0	10
A	Customer Services	Chief Officer Customer Services	71	(133)	89	27	(10)
G	Leeds Initiative & Partnerships	Chief Officer LIP	213	17	(260)	(30)	(90)
G	Business Transformation	Chief Officer Business Transformation	(115)	130	(16)	0	154
G	PPI Management & Support	Assistant Chief Executive	(49)	(146)	83	(112)	(178)
G	Total		120	(132)	(104)	(115)	(115)

CENTRAL AND CORPORATE FUNCTIONS: 2010/11 BUDGET – MONTH 6 REPORT

1.0 Introduction

This report sets out the financial position for Central and Corporate Functions for period 6 of 2010/11.

2.0 Overall Summary

The savings proposals agreed by CLT and LMT in July have now been incorporated in the year end projections which shows an overall underspend of £1.7m.

3.0 Explanation of the projected underspend

3.1 Resources (£1,428k underspend)

The main contributor to the forecast underspend is savings on staffing budgets amounting to £2.2m. This reflects the tight control on release of vacancies that has been in place since mid 2009/10.

Following on from last year's (year end) review of bad debt provision in respect of housing benefit overpayments, a saving of £200k is forecast in 2010/11.

Corporate ICT are currently projecting pay savings of £832k, however the time recording system indicates that there will be a shortfall in the level of capitalisation of time spent on ICT developments due to the lower staffing levels. A pressure of £300k has been included in the month 5 projections.

As reported last month, a shortfall in the budgeted savings from the conversion of Direct Exchange Lines to the Council's network of £348k is still predicted.

The number of summons for non-payment of Council Tax and NNDR has fallen in the first quarter compared to last year and the assumptions made in the budget. The projected full year impact is £150k. However, the reduction is partly due to 'improved targeting' meaning that a higher percentage of debt is collected prior to the instigation of formal recovery action.

The outcome of a National Non Domestic Rates (NNDR) revaluation of the Leonardo Building has resulted in a windfall of £133k in the current year.

Commercial Services and Corporate Property Management have identified savings totaling £750k that will be passed through to internal clients. Also, Public Private Partnership Unit (PPPU) charges to clients are projected to be £281k less than the Original Estimate. Please note an element of the overall pay savings of £2m are passed directly through to clients in the form of reduced charges.

In addition an amount of £177k will be brought into the revenue account from the 'PPPU staff retention' reserve as this will no longer be required. This is a one-off gain.

3.2 Planning, Policy and Improvement (£115k underspend)

As per last month, an overall underspend of £115k is still projected. The savings plan to achieve this assumes:

- Reduction of 'About Leeds' from 4 to 2 editions, stop residents survey follow up, BT and Yellow Pages ads and other consultation work (£109k)
- Customer Services, £143k, mainly staffing savings
- Reduction in 'grant' to Marketing Leeds (£50k)
- Leeds Initiative and Partnership running costs (£30k)

3.3 Corporate Governance (£192k underspend)

The position is unchanged from month 5.

The Procurement Unit and Democratic Services are largely on-line to come within budget.

Legal, Licensing and Registration are projecting an underspend of £204k which represents the in-year savings action plan offset by the Government's direction to cease the charge for 'personal' property searches. The impact of this change, implemented on 18.8.10, as well as the scrapping of the HIP's packs and also the general dip in the housing market has resulted in a £128k pressure in the Local Land Charges budget.

Report of the Head of Policy and Performance

Meeting: Central and Corporate Scrutiny Board

Date: 6th Dec 2010

Subject: Council Business Plan Performance Report Quarter 2 2010/11

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1 Executive Summary

- 1.1 This report presents the Quarter 2 action trackers summarising our progress against the Council Business Plan improvement priorities for 2010/11. The action trackers are provided by exception only ie all trackers with an overall progress rating of red regardless of the direction of travel arrow are provided along with amber trackers with a static or deteriorating direction of travel. A complete set of action trackers are published on the intranet for information. There is no separate performance indicator report as all relevant key performance indicators are provided on the action trackers. Overall, the Board should note that for the Council Business Plan 42% of **improvement priorities** are currently assessed as green.

2 Purpose of the Report

- 2.1 The purpose of this report is to present an overview of performance against our priority outcomes as set out in the Council Business Plans 2008-11 so that Members may understand our current performance and, as necessary, take appropriate action.

3 Background Information

- 3.1 A number of appendices of information are provided with this report and these are summarised below:
- **Appendix 1** – summary sheet showing the overall progress rating against all improvement priorities for the Council Business Plan.
 - **Appendix 2** – selected amber and red rated action trackers from the Council Business Plan. These trackers include a contextual update as well as key performance indicator results.

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

4 Main Issues

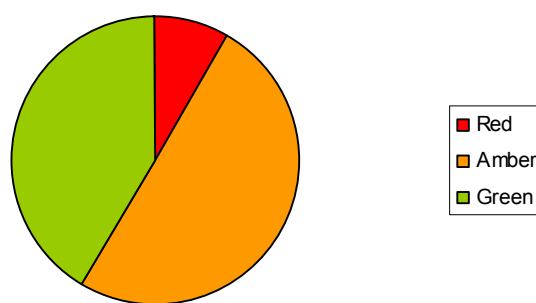
- 4.1 As part of the performance management process each strategic improvement priority is given a overall traffic light rating which denotes the progress based on all the information provided in the Action Tracker including progress against targets for all aligned performance indicators, progress in the delivery of key actions/activities and taking into account all relevant challenges and risks. This traffic light rating is assigned by the Accountable Officer and agreed with the Accountable Director. This is supplemented by a direction of travel arrow that indicates whether progress is improving, static or deteriorating.
- 4.2 The action trackers provided in this report (see appendix 2) are by exception only in order to focus attention on those areas where the overall progress is not currently on track ie:
- **Red Trackers** – these are defined as having significant delays or issues to address and unlikely to meet targets for key performance indicators. For this reason, all red trackers are provided with this report.
 - **Amber Trackers** – these are defined as minor delays/issues which are having an impact on delivery but remedial action is underway/planned and the key performance indicator(s) results are likely to be on, or close to, target. In this case the direction of travel arrow is crucial and therefore in this report the amber trackers with a **deteriorating** or **static** direction of travel have been provided.
- 4.3 The action trackers provide a high level summary of performance against each of our strategic improvement priority areas and as such include relevant aligned performance indicator results. Therefore a full performance indicator report is **not** provided on this occasion but a PI report will be provided again at Q3.

Analysis of Overall Performance *Improvement Priorities*

- 4.4 There are 36 improvement priorities within the Council Business Plan which are relevant to the Central and Corporate Functions Scrutiny Board and of these 15 are assessed as green, 18 as amber and 3 are red. This can be compare to the position at Q4 2009/10 where 15 were green, 21 were amber and none were red.

	Council Business Plan Improvement Priorities at Q2 2010/11	
	Number	%
Red	3	8%
Amber	18	50%
Green	15	42%

**Council Business Plan Improvement Priorities at
Quarter 2 2010/11**

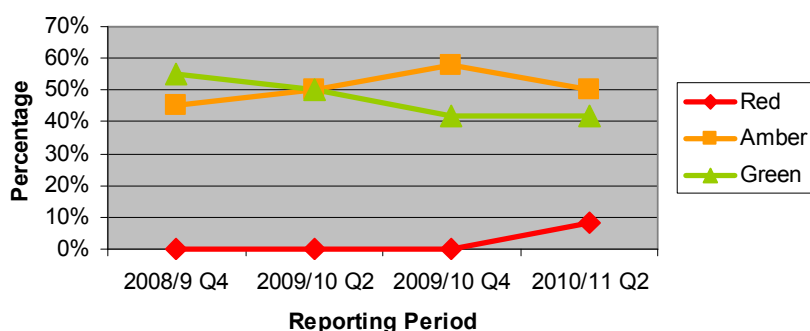


4.5 The changes to the RAG rating for the CBP improvement priorities over time is shown in the table and graph below and the main change in the last 6 months is that the 3 improvement priorities relating to financial planning and management (covered together in 1 action tracker) have deteriorated from amber to red. A small number of improvement priorities/trackers have also shifted between green and amber with two trackers improving their rating and two declining. The trackers which have declined are:

- Vfm-2 & 6 “The Council strives to achieve efficiency in all its activities” – this largely relates to the current financial situation.
- VP-1c, 3a/b “The council has governance arrangements which support the delivery of priorities whilst ensuring openness, accountability and involvement in decision making” – this is amber to reflect concerns about the increase in the percentage of key decisions not appearing in the forward plan.

	2008/9 Q4	2009/10 Q2	2009/10 Q4	2010/11 Q2
Red	0%	0%	0%	8%
Amber	45%	50%	58%	50%
Green	55%	50%	42%	42%

Change in BP Improvement Priority RAG ratings



4 Implications for Council Policy and Governance

4.1 The Council Business Plan is part of the council’s Budget and Policy Framework. Effective performance management enables senior officers and Elected Members to be assured that the council is making adequate progress and provides a mechanism for them to challenge performance where appropriate.

5 Legal and Resource Implications

- 5.1 The Council Business Plan is not a statutory plan and resource implications are explored in the relevant trackers.

6 Conclusions

- 6.1 This report provides Members with a high level overview of the performance against the Council Business Plan as at the 30th September 2010. This report highlights those areas where progress is not on track and the Board needs to satisfy themselves that these areas are being addressed appropriately and where necessary involving partners in any improvement activity.









7 Recommendation

- 7.1 Members are asked to consider the performance information provided against the Council Business Plan priorities and where appropriate, recommend action to address the specific performance concerns raised.

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




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

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

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Key

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

Improvement Priority – IO-1b/c Use our information to shape service provision, provide challenge and improve decision making; and ensure we have the right intelligence to inform our strategic planning

Accountable Officer – Kathy Kudelnitzky



<u>Why is this a priority</u>	Local government is being asked to define its role as a place shaper. In order to do this effectively we need to know about our population, their needs and wants and understand how these are likely to change over time. Effective systems need to be in place to enable data to be analysed and made available at the right time to the right people to support strategic planning and effective decision making. We also need to effectively monitor the performance of the city and use this to challenge and improve service provision and planning.
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Overall progress to date and outcomes achieved

Overall Summary:

There has been good progress in developing and improving the data quality of corporate performance information as well as progress in developing the corporate demographic capacity and development of a corporate GIS strategy. However, the capital spending review process means that the key BI projects are currently on hold pending a decision from CLT. These underpin a number of other improvement projects across the organisations and in light of the significance of this, and the subsequent risk that this brings to the organisation, the overall rating is assessed as amber and static.

Achievements since the last quarter

- New data quality audit arrangements were implemented at Q1 for the key performance information used in corporate and partnership accountability processes. These brought together a more robust and wider ranging judgement to the reported DQ traffic light. In addition a review of corporate performance indicators was undertaken and data quality was taken into account as part of the decision about which PIs to continue reporting at a corporate level.
- A performance management review has been initiated the project scope has been agreed and the project Board and Team constituted. This aims to implement a one council approach which will be more effective and efficient by streamlining service, directorate and corporate processes and aligning these with other similar process like risk management.
- Demographic change - CLT agreed a number of recommendations for the way forward in this area. A core team to develop our capacity to understand demographic change across the city has started to be brought together within Business Transformation to provide a one council approach and be better linked into other Business Intelligence work.
- GIS Business Strategy has been approved
- Data sets and methodology for the Neighbourhood Index has been reviewed as a result of learning and feedback from the first year of using this information. As a result the year 1 data is being re-run alongside the year 2 data so that these will be directly comparable. A Proof of Concept around making the Neighbourhood Index a more interactive web-based application was successful with plans to make this a live application in place for 2011/12.

Challenges/Risks

- Creating an effective performance culture across the council and partnerships which uses intelligence to drive decision-making and action.
- Issues around funding levels may delay the delivery of some projects. However contingency plans are in place or in development to mitigate this risk.
-

<u>Council / Partnership Groups</u>	Strategic Planning and Policy Board		
<u>Approved by (Accountable Officer)</u>	Kathy Kudelnitzky	<u>Date</u>	1/11/10
<u>Approved by (Accountable Director)</u>	James Rogers	<u>Date</u>	5/11/10

Improvement Priority – IO-1b/c Use our information to shape service provision, provide challenge and improve decision making; and ensure we have the right intelligence to inform our strategic planning

Accountable Officer – Kathy Kudelnitzky

Key actions for the next 6 months				
Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale	
1. Development of intelligence to inform the development key strategic plans	Alastair Cartwright	<ul style="list-style-type: none"> Bringing together all current needs assessments from across the council and NHS Leads to identify key issues to inform the plans 	Oct 2010	
2. Delivery of Performance Management Review	Steve Clough	<ul style="list-style-type: none"> Proposals from PM structure and function to Project Board Stakeholder consultation New structure in place and operating 	Nov 2010 Dec-Mar 2010 Apr 2011	
3. Research and Intelligence Project (inc engagement)	Clare Walker	<ul style="list-style-type: none"> PID for Research and Intelligence review (arising from DECATs information) produced and the scope, deliverables and dependencies agreed 	Nov 2010	
4. Business Intelligence and UCMI Project funding	Lee Hemsworth/ Clare Walker	<ul style="list-style-type: none"> Capital Review Group/CLT agree and release funding Business Intelligence and UCMI projects Release tender for suppliers to deliver the enabling competencies eg skills development Contract let (NB the earliest this can be achieved currently is Mar 2011 assuming the go ahead is given in Nov 2011). 	Nov 2010 As soon as funding released	
5. Demographic Capacity	Clare Walker	<ul style="list-style-type: none"> Further discussions to secure and bring together additional capacity into the core team from across the council and partnership 	Mar 2011	
6. GIS Strategy	Malachi Rangecroft	<ul style="list-style-type: none"> Request for information to test the GIS Market Place and assess if the current system provides value for money and is the right solution going forward Business Case prepared to deliver GIS strategy in order to bid for funding 	Jan 2011 Mar 2011	
7. Customer Focus	Clare Walker	<ul style="list-style-type: none"> Access to Axiom household profiling data to provide a quick solution to additional customer profiling data 	Mar 2011	
8. Research and Intelligence Group	Malachi Rangecroft	<ul style="list-style-type: none"> Review of intelligence products to ensure these are better publicised and signposted. Conduct desk research on public perception relating to Value for Money to support wide initiatives. 	Mar 2011	

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-36b	% of strategic indicators (LSP/CBP & NI) where we have “no concerns” on data quality	PP&I	Quarterly %	Rise	76%	90%	100%	80.2%	91%	No concerns with data

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

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

Overall
Progress



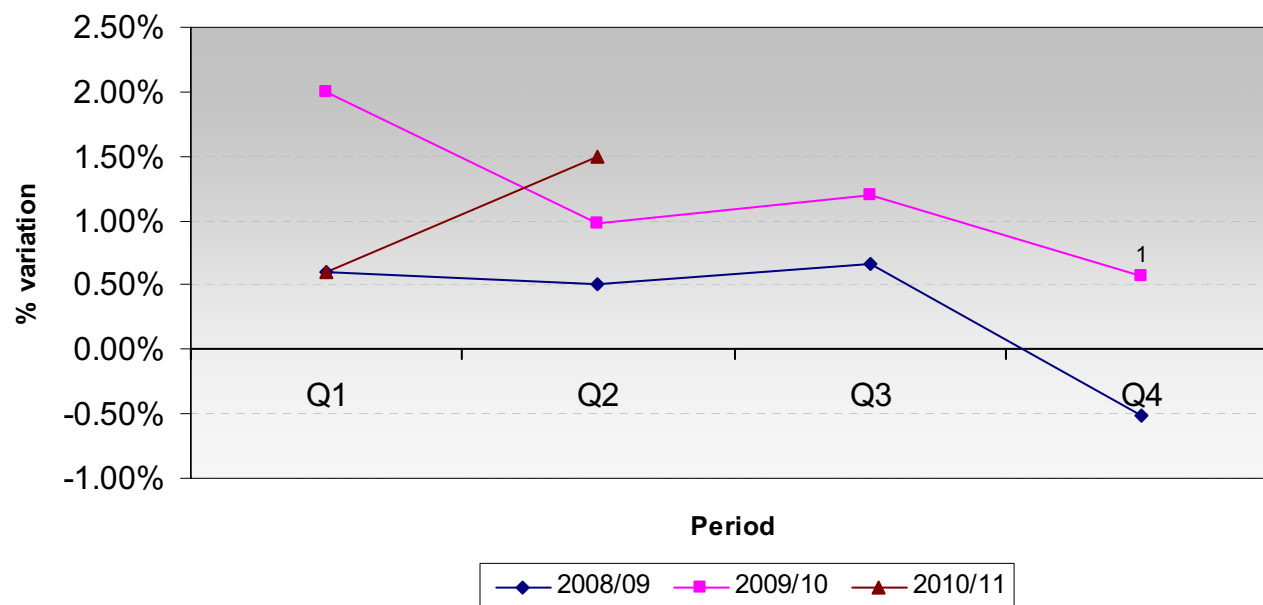
Accountable Officer – Doug Meeson

Why is this a priority

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

BP 03a

% variation from the overall council budget in year



Overall progress to date and outcomes achieved

Overall Summary

The improvement priority will in reality be delivered through in year monitoring and the annual budget process which cumulates in the budget report to Council in February each year. Council in February 2010 agreed its 2010/11 budget which includes additional provision for key priorities and existing and emerging service pressures. Reserves at the end of March 2010 stood at £16m. The 2010/11 half year report to Executive Board in November identifies a projected overspend of £8.5m against approved budgets. This deterioration since the last quarter is as a result of further pressures on income and demand led budgets in addition to the net pressure resulting from the government's reduction in in-year grants. The main areas of overspend continue to be demand pressures within Children's, and Adult Social Care and declining income levels in City Development and Environment and Neighbourhoods. These areas of overspend are offset to some extent by savings on staffing and other one off options including additional capitalisation. The Chancellor of the Exchequer published the coalition government's Spending Review on the 20th October 2010 setting out their public expenditure plans for the next four years (2011/12 to 2014/15). A full report was submitted to November's Executive Board, which also includes proposals for the development of the council's budget, including proposals for consultation. Development of the council's medium term financial strategy is on-going and a report will be submitted to December's Executive Board with draft proposals.

¹ The 2009/10 outturn position shows an overspend of +0.57% which reflected the year end overspend of £3.2m as reported in the outturn report. The figure of -0.25% reported in the 4th Quarter Action Tracker reflected the net impact on general fund reserves which were £0.9m higher than budgeted even after taking into account the £3.2m overspend because reserves carried forward from the previous year were £4.1m higher than budgeted. For 2010/11, the monitoring of reserves is reported separately (PI BP-03b).

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

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

Accountable Officer – Doug Meeson

Achievements since the last report

- Accounts for 2009/10 closed and a clean external audit certificate provided. Prior year accounting adjustments enabled reserves of £16m to be achieved. Although this level of reserves is above our minimum level, given the financial challenges facing the authority, it is considered appropriate to maintain reserves at a higher level at this time.
- As part of the government’s in year cuts of £6.1 billion, grants to the council were reduced by £15m in revenue and £10.2m in capital. A number of reductions in expenditure were agreed to offset these in-year reductions, but this still left a shortfall in revenue of £1.5m which is included in the £8.5m projected overspend referred to above.
- Report on the outcome of the Government’s Spending Review was submitted to the Executive Board in November which gave some indication of the potential impact upon the Council of the reduction in government funding, although it will not be until the end of November that the Council receives its grant settlement.

Challenges/Risks

- First quarter report submitted to Executive Board in July showed a projected overspend of £3.6m. For the half year report submitted to Executive Board in November, the projected overspend had risen to £8.5m. The main areas of overspend continue to be demand pressures within Children’s, and Adult Social Care and declining income levels in City Development and Environment and neighbourhoods. These areas of overspend are offset to some extent by savings on staffing and other one off options including additional capitalisation
- A full budget risk register is maintained, which forms the basis for the Council’s risk based reserves strategy. The register is subject to quarterly review. The register identifies a variety of risks, but many of them do relate to in year demand and income variations, and the potential delay in the delivery of budgeted actions.
- In addition, directorates are required to develop and deliver actions for in-year forecast budget overspends, and these action plans are subject to monthly review as part of the normal budget monitoring arrangements which operate at both directorate and corporate levels.
- Looking beyond 2010/11, although we know the scale of the overall reductions to be made in government grants to local government, we do not as yet know how this will be translated into the grant settlement, and clearly there is a potential that the council’s settlement is in fact worse than the national position. We will not get clarity on this until the local government grant settlement which will not be until the end of December 2010.
- There is also still some uncertainty as to a number of aspects of the spending review and how it might impact upon the future funding of local government. generally and the council specifically.

Council / Partnership Groups

Approved by (Accountable Officer)

Doug Meeson

Date

10/11/10

Approved by (Accountable Director)

Alan Gay

Date

10/11/10

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

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

Accountable Officer – Doug Meeson

Key actions for the next 6 months										
	Action (Desired Achievements)		Contributory Officer / Partner	Milestone / Actions			Timescale			
1	Continue to monitor current year spending, and work with directorates to identify actions to restrain spending in order to balance the current years budget overall.		Directors, CORS, Heads of Finance	Monthly reporting to management and quarterly reporting to Executive Board.			On-going			
2	Development of draft financial strategy to be incorporated within Medium Term Financial Plan which will form part of the Council's new Business Plan.		Directors, CORS, Heads of Finance	Draft Strategy to be submitted to Executive Board			December 2010			
3	Review of reserves policy and options		Directors, CORS, Heads of Finance	In line with development of medium term financial plan			Autumn 2010			
4	Preparation of budget for 2011/11		Directors, CORS, Heads of Finance	Executive Board Council			11 February 2011 23 February 2011			
Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-03a	% variation from overall council budget in year	Finance	Quarterly %		0%	-0.25%	0%	1.50%	1.50%	No Concerns with data
BP-03b	Level of revenue reserves	Finance	Quarterly %	Rise	£12m	£12m	£12m	£16m	£8m	No Concerns with data
BP-05a	% income collected from Council Tax	Revenues and Benefits	Monthly %	Rise	96.41%	96.5%	96.50%	55.89%	96.50%	No Concerns with data
BP-05b	% income collected from NDR	Revenues and Benefits	Monthly %	Rise	98.72%	97.7%	97.75%	61.59%	97.80%	No Concerns with data
BP-05c	% income collected from housing rents	Housing Management	Monthly %	Rise	96.53%	96.93%	97.50%	97.25%	97.50%	No Concerns with data
BP-05d	% income collected from sundry debtors	Revenues and Benefits	Monthly %	Rise	97.00%	95.6%	95.00%	93.83%	97.00%	No Concerns with data

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

Improvement Priorities Vfm-2,6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Overall Progress



Accountable Officer – Tim Pouncey

Why is this a priority

Value for Money (VfM) is about obtaining the maximum benefit from goods and services acquired and provided, within available resources. To deliver VfM services the Council will:

- Be outcome focused;
- Ensure services are of the right quality and are fit for purpose;
- Ensure services are delivered economically, that is, from a supplier (internal or external) whose price is competitive for the quality of service delivered;
- Ensure services are delivered efficiently, that is, through streamlined processes that link seamlessly internally and with partner organisations wherever possible.

Overall progress to date and outcomes achieved

Overall Summary

The Chancellor of the Exchequer published the coalition government's Spending Review on the 20th October 2010 setting out their public expenditure plans for the next four years (2011/12 to 2014/15). A full report was submitted to November's Executive Board, which also includes proposals for the development of the council's budget, including proposals for consultation. Development of the council's medium term financial strategy is on-going and a report will be submitted to December's Executive Board with initial budget proposals. This summary attempts to draw together a range of programmes across the Council to address the improvement priority, specifically, the Business Transformation Programme and procurement related initiative. Further details are provided in other action trackers.

Overall, clearly in response to the financial challenges that we are facing there is a great deal of activity is happening across the Council to deliver efficiencies, but there is still much to do to fully embed a culture of VfM across the Council and to ensure benefit realisation. Accordingly, overall progress is assessed as 'amber'.

Achievements since the last report

- The VfM interest area on the intranet was launched. This explains the concept and how all staff can contribute.
- Internal Audit and business analysts have been engaged on a number of projects across the Council, notably Adult Social Care and Streetscene. This has involved developing processes to move forward specific areas of work e.g. Out of Hours service (Adult Social Care) developed an operational process to manage performance related pay (Streetscene).
- Work is ongoing on delivering the Business Transformation Programme, which will need to deliver significant savings over the next four years.
- All directorates are reviewing their current and future spending plans and considering options to deliver greater efficiencies.
- In support of the transformation agenda the Chief Procurement Officer has formulated a detailed procurement savings plan involving e-auctions; contract extensions; contract renewals; tackling off contract spend etc which he believes will achieve substantial savings for the council.

Challenges/Risks

- Predicting the response to the VfM reporting service is difficult, we need to ensure an appropriate response to all reports to maintain the creditability of the facility.
- Obtaining approval to, and implementing the VfM policy.
- Request for Audit & Risk resources to help with reviews, projects and programme outstrips the available resource – need to ensure the resource is directed to priorities.
- The scale of the challenge posed by the Spending Review is huge and will require clear planning and monitoring to deliver the changes and budget reductions necessary by 2014/15, including the savings identified from the Business Transformation Programme..
- Many responses have been received to the Chief Executive's request for staff to contribute ideas to help deliver VfM services. The challenge is now to respond to these suggestions in a timely and appropriate manner, and for where appropriate implement action.

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

Improvement Priorities Vfm-2,6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Accountable Officer – Tim Pouncey**Challenges/Risks (Continued)**

- Responding to consultation from the people of Leeds, 'Delivering Responsive and Efficient Services'.

<u>Council / Partnership Groups</u>	N/A		
<u>Approved by</u> <i>(Accountable Officer)</i>	Tim Pouncey	<u>Date</u>	01/11/10
<u>Approved by</u> <i>(Accountable Director)</i>	Alan Gay	<u>Date</u>	10/11/10

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

Improvement Priorities VfM-2.6 Improve efficiency of our services including maximising savings delivered through procurement, ICT and asset management; embed value for money at all levels and improve quality and efficiency of support services.

Accountable Officer – Tim Pouncey

Key actions for the next 6 months					
	Action (Desired Achievements)	Contributory Officer	Milestone / Actions	Timescale	
1	Develop a corporate and systematic approach to value for money, including a clear and concise policy statement on VfM, a consistent approach to benchmarking.	Tim Pouncey	VfM policy approved and rolled out.	Autumn 2010	
2	Programme of training and awareness sessions.	Tim Pouncey	Series of sessions to be booked and rolled out from October.	Oct 2010	
3	Consider how the CIPFA VfM profiles (published in October 2010) will impact on the emerging Leeds VfM approach.	Tim Pouncey	First draft of dashboard has been produced. Further work required on consulting on the approach adopted.	Ongoing	
4	Liaise with other authorities (and other appropriate organisations) to benchmark best practice.	Tim Pouncey	Liaise with other organisations	Ongoing	
5	Deliver actions as detailed in the Business Transformation Action Tracker focussed on delivering projects to achieve efficiencies included in the Medium Term Financial Plan	Lee Hemsworth	Progress Changing the Workplace Programme to Gateway 1 as agreed at Executive Board Progress Customer Focus Programme Progress Business Management Programme		
6	Implement and monitor the procurement savings plan	Wayne Baxter	Produce a detailed savings plan Identify areas where savings can be achieved and continuously review Update savings plan on an annual basis.	Ongoing	

Performance Indicators

Performance indicators aligned to the Improvement Priority

Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
NI 179	% of cash releasing efficiency savings made (cumulative total over next three years)	Finance	6 Monthly £m	Rise	£28.759m	£32.32m (Cumulative £56.87m)	NB The Secretary of State has recently announced that the government will not require Councils to provide NI179 data.			No Concerns with data

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

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

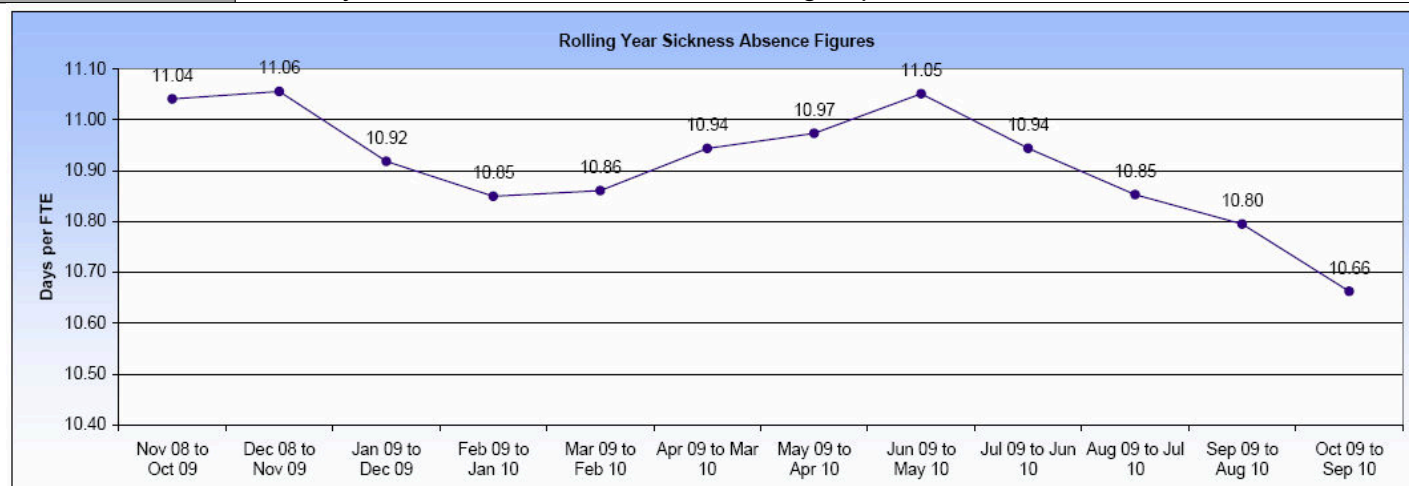
Accountable Officer – Lorraine Hallam

Overall
Progress



Why is this a priority

LCC delivers a wide range of services which contribute to business plan outcomes. Underpinning this is the performance of the staff we employ and how they are managed. As a large complex organisation, we need to plan this. Successful delivery of services to people in Leeds also needs to be undertaken by a workforce that is inclusive and reflects diversity across different communities and groups.



Overall progress to date and outcomes achieved

Overall Summary

Following the comprehensive spending review (CSR) the council needs to reduce overall staffing by around 3000 jobs, which equates to one in six jobs, over the next four years. Due to the number of staff potentially affected by the changes and the possibility that there may be a need for some compulsory redundancies in the future a Section 188 notice was issued to the Trade Unions on 5th November 2010. Formal consultation has begun with the Trade Unions on proposals in response to the budget pressures. Local partners, like the NHS in Leeds and councils across Yorkshire and Humberside are facing similar challenges and work is ongoing to look for savings through partnership working. In the first two quarters of 2010-11 the council has made mixed progress against this improvement area as measured by the six quarterly performance indicators, noted on page 6. There is significant work activity to support the council-wide early leavers initiative and this will continue through Quarter's 3 and 4 as employees begin to leave. The impact of this initiative on workforce diversity is being monitored because pressure to reduce headcount and low turnover is having a detrimental impact on equality targets. Some 2010/11 targets were reviewed at year end (09/10) to reflect an achievable and realistic position given the current climate. There have been particular improvements in safety, wellbeing and attendance. The challenges posed by the comprehensive spending review and the pace of business change has led to a new focus on ensuring that equality and diversity is considered within major change projects.

Outcomes and Achievements since the last report

Workforce Planning and budget action plan: In response to the CSR the council is reducing its workforce. To support this HR delivered a council-wide Early Leavers Initiative (ELI) launched in October. To date we have communicated with all staff, managers, and Trade Unions and worked up a clear ELI timetable. A total of 1779 expressions have been received. Letters stating final settlement offers have been issued to interested staff, giving them 5 days to confirm. 'Switching' of staff from 'at risk' areas into priority front-line roles is being explored to maximise the number of employees who can leave under the voluntary scheme to realise budget savings by post deletion. High level discussions are currently being held with the Trade Unions to look at a range of other deployment options including flexible deployment. During Quarter 2 the **At Risk Team** has successfully resolved 26 cases with 12 redeployees placed into permanent positions, 9 into temporary

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

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

Accountable Officer – Lorraine Hallam

positions and 5 resolved by other routes for example resignation and termination by mutual agreement. At the end of quarter 2, 72 redeployees are in the process and of those 18 are in trial periods.

The council wide Agency Contract with Comensura went live in July 2010. Economies of scale have delivered real outcomes regarding reduction in charge rates, commission rates and temporary to permanent fees. Benchmarking against previous contract spend there has been £90,000 reduction in like-for-like expenditure compared to Quarter 1.

The **integration of Education Leeds within the Council** is on target. A joint HR/BSC Project Plan and Risk Register has been drafted and implemented and all associated actions are currently on track.

Safety, Wellbeing and Attendance: The Wellbeing strategy continues to be embedded across services, the Stress Policy was approved at Corporate Negotiating Group (CNG). 10% of all Occupational Health referrals are now closed at the triage stage which is a significant increase on Quarter 1. The newly established Attendance Support Team in BSC has already demonstrated success with some areas reducing overdue attendance management meetings by over 40% since the end of August 2010.

The rolling year **sickness** figure is at its lowest level for 12 months. At the end of Q2 the cumulative average days lost per FTE was 4.64 days. The current projected out-turn for the full year is 10.17 days per FTE which, if achieved, would be an improvement of 0.9 days on last year's performance although 0.17 days above the 10 day target. However, based on previous years performance from quarter 2, we are cautiously predicting an outturn of 10.5 as a more realistic result. Full year forecasts reveal improvements in all areas with the exception of Children's Services, where work is ongoing to improve the projected attendance figure of 13.25 days. The Attendance Management Team are working with Managers and Chief Officers across the service by holding briefing sessions, advice and training to improve attendance figures.

The new **Fit Note** process was successfully integrated within the council with only minor problems reported over the last 6 months.

A '**Managing Health and Safety** in LCC' Project has been initiated which implements the findings of the independent review of health and safety conducted by Leeds Metropolitan University (LMU). A new Health and Safety Service within HR was implemented on the 9/8/10. A Health and Safety Strategy Group has been formed and a draft Health and Safety Strategy has been developed. Improvements have been made to the H&S management system and new performance standards continue to be introduced.

Health and Safety Enforcement Action: The Health and Safety Executive served three Improvement Notices on the Council. The Notices related to (i) Improving the management and control of Legionella at Merrion House (25/6/10); (ii) The inspection and maintenance of pipe work associated with the bulk storage of LPG at Thwaites Mill (11/08/10); and (iii) The regular inspection of a bath hoist in an Adult Social Care service user's home (8/10/10). In response, we complied with the particular health and safety requirements within the given timescale to the satisfaction of the H&S Executive.

Pay, Reward and Recognition: The **Childcare Voucher** contract with current provider Fideliti was successfully extended for another 12 months. The initial target of an increase in uptake of 15% was achieved and the stretch target of 30% (roughly 1000 users by the end of June) is attainable, as at October 2010 the current number of voucher users is 984.

A variety of low cost employee **recognition events** have taken place across the directorates.

Changing the Workplace: Two pilots for changing the workplace supported by HR have now been conducted (in City Development and Adults). A remote working policy is being concluded and has been tabled at Corporate Negotiating Group for Trade Union comments prior to being signed off. Training and learning and development packages have also been determined to enable more staff to adopt new ways of working in line with programme plans.

Safeguarding: Work is also ongoing with Education Leeds, Children's Services and Adult Social Care to understand how their CRB processes operate and to see how these can be integrated successfully with the BSC processes. This follows recent changes on Independent Safeguarding Authority (ISA) reviews.

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

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

Accountable Officer – Lorraine Hallam

Consultation is underway to clarify the CRB checking process and a reporting framework will be established with the BSC once this consultation has concluded. This will include setting new CRB reporting targets.

Learning and Development: Significant progress has been made to the **appraisal framework**. Regular reports on appraisal completion levels are sent to DMT's. Improvement is being made with the qualitative aspect of appraisal process, whereby HR business partners are supporting managers with appraisal discussions.

A five-year framework contract has been awarded to QA to deliver a large proportion of the Council's **learning and development requirements**. The contract will deliver a range of personal and management development courses as well as ICT and Project Management training in order to support service and organisational change.

Staff Survey – Q1 directorate and service level actions following the 2009 Staff Survey have been reported. Heads of HR have reported on the progress being made against the agreed actions at directorate and service level under the following broad headings: Communications, Analysis, Monitoring/Outcomes. One Council Board recently considered the future format of the staff survey and whether this should remain in its current format, replaced or developed into a cultural/employee engagement tool.

Equality and Diversity: A framework contract has been awarded to deliver equality and diversity training within the council, which commenced in June 2010. The HR actions within the **Council's Equality and Diversity Strategy 2008-11** are on track to be delivered within timescales; this includes Equality Impact Assessments on all the key policies. Paper submitted to CLT to review the staff placement process, this includes both PATH and Nari-ekta schemes. There is no significant change in BME figures from 2009/10 figures but there is a slight decrease in the number of disabled staff.

Challenges/Risks

- Impact of the current economic climate.
- Supporting additional changes and transformation - DECATS & Changing the Workplace
- Supporting Service improvement in Childrens' and Adult Services.
- The pay challenge – Progressing with pay agenda, key areas include legislation, phase 2, appeals and pay and protection.
- Equality and Sickness targets to be met for 2010/11.
- Safeguarding: need to reassess our approach in the light of changes at a national level. The most significant change is related to the halting of ISA registration process announced by the Coalition Government. The scope of those to be covered under the ISA is currently subject to review and as of yet there is no timescale for the completion of the review. There is clear indication from the Coalition that the numbers to be covered in any ISA or ISA like scheme will be significantly reduced and that the concept of controlled posts may be shelved. Therefore at present the main focus of work in safeguarding needs to be focused on who is to receive a CRB check in the light of these national changes and assess what actions highlighted by the ISA work need to be progressed.

Council / Partnership Groups	Resources and Performance Board, HR Leadership team, CORS
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Approved by (Accountable Officer)	Lorraine Hallam	Date	10/11/10
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Approved by (Accountable Director)	Alan Gay	Date	10/11/10
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Improvement Area - The council develops a workforce plan which supports the organisations priorities and addresses equality of representation, attendance etc within the organisation

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

Accountable Officer – Lorraine Hallam

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Budget Action Plan				
1.	Early Leavers Initiative	Karen Fentem	Approval/acceptance of expressions. DDN subject to Call-in period Further discussions with staff and services Termination of contracts	Dec 10 Dec 10 Jan 11 Jan 11 onwards
Safety, Wellbeing and Attendance				
2.	Maintain improving attendance Ongoing development of the Wellbeing Strategy Scoping options for specialist Attendance Management Team Make progress in the delivery of the Managing Health and Safety in LCC Project.	Richard Moss-Blundell HRLT/Karen Fentem Chris Ingham	Wellbeing strategies developed. Challenge meetings undertaken to retain focus on manager's role in attendance. Stress Policy role out. Present proposals inc structure and costings to CORS by end of Oct. Includes: developing the professional health and safety advisory service; embedding health and safety in the council; develop and implement an audit and compliance framework.	On-going Dec10 Nov 10 Oct 10
Pay, Reward and Recognition				
3.	Progress with Phase 2 Pay & Grading strategy Corporate Recognition Event	Daniel Hartley Alex Watson	Pay consultation meeting with the TUs re discussions on phase 2 progress. Agreement on the Appeals process with TU's. Corporate Recognition Event held	Dec 10 TBC Jan 11 Nov 10

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

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

Accountable Officer – Lorraine Hallam

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
Learning and Development				
4.	Introduce/roll out Core Offer within the business Further Improvements made to appraisal framework Proposals into new ways of engaging with employees. IiP Reaccreditation	OD team OD team OD team P Harris	Launch Core Offer. Service reviews completed on scheduled.	Mar 11 ongoing Mar 11 Oct 11
Equality and Diversity				
5.	Equality action plans	Jane Stageman	Implement equalities good practice toolkit for managers. Review data and targets. Implement change programme work stream.	Dec 10 Dec 10 Mar 11

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

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

Accountable Officer – Lorraine Hallam

Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Year to Date	Predicted Full Year Result	Data Quality
BP-17	Number of working days lost to the authority due to sickness absence (average per FTE)	HR	Monthly Days	Fall	12.18 days	11.07 days	10 days	4.64 days	10.50 days	Some Concerns with Data
BP-18	Voluntary leavers as a percentage of staff in post	HR	Quarterly %	Maintain	8.90%	6.81%	N/A	3.12%	6.5%	No Concerns with data
BP-23	% local authority staff from BME communities	HR	Quarterly %	Rise	7.70%	8.12%	8.5%	8.20%	8.20%	No Concerns with data
BP-24	% local authority staff with disability	HR	Quarterly %	Rise	3.20%	3.75%	4.0%	3.68%	3.68%	No Concerns with data
BP-25a	% of top earners who are women	HR	Quarterly %	Rise	36.83%	40.11%	41.00%	40.75%	40.75%	No Concerns with data
BP-25b	% of top earners who are from BME communities	HR	Quarterly %	Rise	5.96%	5.85%	6.00%	6.44%	6.44%	No Concerns with data
BP-25c	% of top earners who are disabled (excluding maintained schools)	HR	Quarterly %	Rise	4.05%	3.16%	3.50%	3.47%	3.47%	No Concerns with data
BP-26	Maintain Investors in People accreditation	HR	Every 3 years Yes/No	N/A	Yes	N/A	Re-accreditation achieved	N/A	IIP Accreditation Maintained	No Concerns with data

Improvement Priority – VP 1c, 3a/b Improve understanding and transparency of our decision-making and accountability processes; Strengthen our democratic processes to improve governance and policy making and Maximise member involvement in policy development, decision-making and accountability

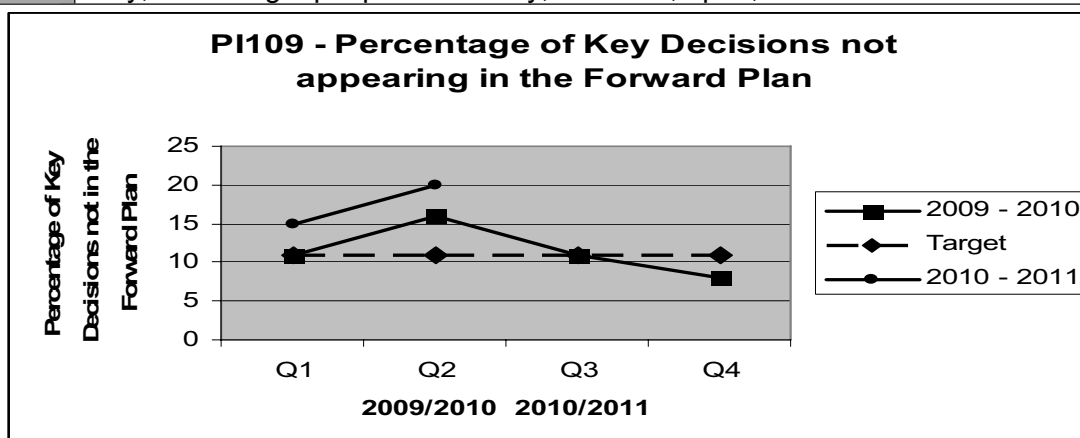
Overall Progress



Accountable Officer – Nicol  Jackson

Why is this a priority

Good governance helps to ensure that the council is doing the right things, in the right way, for the right people in a timely, inclusive, open, honest and accountable manner.



Overall progress to date and outcomes achieved

Overall Summary

The Local Government Act 2000 requires local authorities to maintain, and publish on a monthly basis, a four month rolling programme of Key (Executive) Decisions. In Leeds the Council Key Decision are decisions which are likely to;

- (a) result in the authority incurring expenditure or making savings which is/are significant having regard to the authority's budget for the service or function to which the decision relates; or
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the authority.

Performance at Q2 has declined since Q4 in 2009/10. Decision takers are not routinely informing Governance Services of slippage in planned decision dates. This has an impact the Forward Plan published in the subsequent month as, in many cases decisions not taken in a particular month are not 're-notified'. From October Governance Services will routinely slip all decisions, for which there has been no corresponding decision (officer or Executive Board), to the next Forward Plan period. Whilst this may result in some decisions being published which have already been taken, this is preferable to Key Decisions being taken which should have been published on the Forward Plan – in turn this will improve the possibility of meeting the 2010/11 target. The Annual Governance Statement action plan has been reviewed and continues to be closely monitored by officers and members.

Achievements and significant activities since the last report

- Potentially complex and challenging change in political administration supported and administered at the Annual Council meeting without challenge.
- Direct delegations to Officers with Children's Services have been reviewed by the Leader of Council and Executive Member for Children's Services
- The Annual Governance Statement has been approved by Corporate Governance and Audit Committee – prior to this approval Internal Audit reviewed the statement and whilst providing an opinion that the Control environment is good, have provided recommendations for further improvement. The process for developing Annual Governance Statement in 2010 was improved to include Lead Officer Assurances on internal control arrangements.
- A lessons learned report has been presented to Joint Plans Panel concerning the Technoprint case – a further report will be considered by the Corporate Governance and Audit Committee in November
- Successfully secured the Member Development "Charter Plus" award building on the main charter and demonstrates further improvement in member development and support arrangements.

Challenges/Risks

- Challenge to decisions due to actual or perceived contravention of Article 13.2
- Lack of transparency and failure to provide appropriate challenge
- Ensuring internal control arrangements are proportionate in the current environment.

Approved by (Accountable Officer)

Andy Hodson

Date

1/10/10

Approved by (Accountable Director)

Nicole Jackson

Date

9/11/10

Improvement Priority – VP 1c, 3a/b Improve understanding and transparency of our decision-making and accountability processes; Strengthen our democratic processes to improve governance and policy making and Maximise member involvement in policy development, decision-making and accountability

Accountable Officer – Nicolé Jackson

Key actions for the next 6 months				
	Action (Desired Achievements)	Contributory Officer / Partner	Milestone / Actions	Timescale
1	Roll out training on decision making	Head of Governance Services	Outline programme of training established Training resources completed	Sept 2010 Oct 2010
2	Review of report writing guidance and templates	Head of Governance Services	All Directorates to have received training Review of existing arrangements & review comparator authorities Draw up and consult on proposals Introduce new arrangements	Jan 2011 Oct 2010 Nov 2010 Dec 2010
3	Review relationship between the Forward Plan and Talking Point	Head of Governance Services	Review completed by end of October 2010	Oct 2010
4	Undertake pilot benchmarking exercise re governance processes with CIPFA	Head of Governance Services	Pilot completed by the end of 2010.	Dec 2010

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Performance Indicators										
Performance indicators aligned to the Improvement Priority										
Reference	Title	Owner	Frequency & Measure	Rise or Fall	Baseline	2009/10 Result	2010/11 Target	Q2 Result	Predicted Full Year Result	Data Quality
BP-37	% of key decision which did not appear in the forward plan	Democratic Services	Quarterly %	Fall	33%	11%	11%	19%	11%	Not completed

Report of the Head of Scrutiny and Member Development

Scrutiny Board (Central & Corporate Functions)

Date: 6th December 2010

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

Electoral Wards Affected:

Specific Implications For:

Equality and Diversity ☐

Community Cohesion ☐

Narrowing the Gap ☐

1.0 INTRODUCTION

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

2.0 RECOMMENDATIONS

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

Background Papers

None used

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

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Meeting date: 6th December 2010			
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 2011			
Scrutiny of the Budget	To receive Budget proposals and results of consultation period		PM/SC
Asset Management - Treatment of Sites Surplus to Requirement	Request from NW Inner area Committee		
ICT	Discussion on ICT in the Council		PM
Draft Enforcement	To consider the draft		RP

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

ITEM	DESCRIPTION	NOTES	TYPE OF ITEM
Policy			
Meeting date: 7th February 2011			
One Council Communications Project	To receive an update on this project		PM
Council Business Plan and City Priority Plans	To receive as part of the Council's Budget and Policy Framework procedure		SC
Scrutiny of the Budget	To receive Budget proposals		PM/SC
Meeting date: 7th March 2011			
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 2011			
Annual Report			

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

Key:

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

RP – Review of existing policy

DP – Development of new policy

MSR – Monitoring scrutiny recommendations

PM – Performance management

B – Briefings (Including potential areas for scrutiny)

SC – Statutory consultation

CI – Call in

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LEEDS CITY COUNCIL

FORWARD PLAN OF KEY DECISIONS

Extract relating to Scrutiny Board (Central & Corporate Functions)

For the period 1 December 2010 to 31 March 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)
Corporate Records Management Facility - Westland Road Approve the Authority to spend of £857,729	Director of Resources	1/12/10	Consultation between Chief Business Transportation Officer and the Director of Resources	Design and Cost Report	Director of Resources lee.hemsworth@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)
Community Support Service Early Leavers Initiative Approval for employees to leave the organisation by voluntary early retirement or voluntary severance	Director of Resources	1/12/10	Members of ASC DMT will make recommendations for early leavers from the service and these will then be reviewed corporately for a decision. The trade unions have been consulted about the ELI scheme and provided with regular updates	Business case for each employee and summary business case for the Community Support Service	Director of Resources cath.sullivan@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)
Walking and Cycle Track at Killingbeck Fields and associated links and highway crossings Approval of track at Killingbeck Fields, associated links and highway crossings. Approval to accept £250,000 external funding from Sustrans, inject in to the Capital Programme and seek authority to spend.	Director of Resources	1/12/10	Consultations were undertaken as part of 2006 UDP process, in advance of Executive Board approval dated 22 September 2009, and with Ward Members on 17 February 2010. Currently consultation is being undertaken with Members in affected wards (Gipton and Harehills and Killingbeck and Seacroft) and with community groups relevant to Killingbeck Fields through the Wyke Beck Community Forum. The current round of consultation will close on 16 November.	Dwg No TPP 32.2.016-KFD Killingbeck Fields Detailed Drawings	Director of Resources tim.parry@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)
Leeds Year of Volunteering Members are asked to endorse the proposal for Leeds City Council involvement in the 2011 European Year of Volunteering. Members are asked to encourage additional activities and events that will help sustain the successful Leeds Year of Volunteering campaign run over the last twelve months.	Executive Board (Portfolio: Resources and Corporate Functions)	15/12/10	Area Committees, Member consultations, Voluntary Sector consultations, Harmonious Communities group	The report is due to be issued to the decision maker with the agenda for the meeting	Director of Environment and Neighbourhoods steve.crocker@leeds.gov.uk
Web and Intranet Replacement Project Approval of Business Case	Executive Board (Portfolio: Resources and Corporate Functions)	15/12/10	Business Case has been reviewed and approved by I.O Programme Board, R & P Board, CLT and ICT Commissioning Board	The report to be issued to the decision maker with the agenda for the meeting	Chief ICT Officer dylan.roberts@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)
Council-Wide Early Leavers Initiative Approval for employees to leave the organisation by voluntary early retirement or voluntary severance	Director of Resources	8/12/10	Members of CLT will make recommendations for early leavers from their Directorates and these will then be reviewed corporately for a decision. The trade unions have been consulted about the ELI scheme and provided with regular updates	Business case for each employee; summary business case for each Directorate and collective business case across the whole Council	Director of Resources karen.fentem@leeds.gov.uk
Collection of Local Taxation Approval of Council Tax and Business Rate write off for period 1 st April 2010 to 30 th September 2010	Chief Revenues and Benefits Officer	1/1/11	Director of Resources	Report on values and type	Chief Revenues and Benefits Officer steven.carey@leeds.gov.uk
Review of Revenues and Benefits Structure Make amendments to the Revenues and Benefits structure	Director of Resources	31/1/11	Unions and staff affected, HR, Legal and Finance	Proposals relating to Revenues and Benefits Establishment report	Director of Resources steven.carey@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)
Trade Union Consultations (S188) To consider the outcomes and impact of the trade union consultations. At the moment it is not known what the savings/cost will be but it is assumed that this will be a key decision.	Director of Resources	8/2/11	90 day period – Outcomes from the consultations cannot be prejudiced, therefore, costings/savings cannot be projected, however, there it is expected that there could be a significant impact.	Collective agreements with the trade unions	Director of Resources lorraine.hallam@leeds.gov.uk
Frozen Food Tender To approve the arrangements for the supply of frozen foods to educational establishments for a 4 year period	Director of Resources	28/2/11	Procurement Department	Tender Submissions	Director of Resources mandy.snaith@leeds.gov.uk

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EXECUTIVE BOARD

WEDNESDAY, 3RD NOVEMBER, 2010

PRESENT: Councillor K Wakefield in the Chair

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

Councillor J Dowson – Non-voting Advisory Member

96 **Exempt Information - Possible Exclusion of the Press and Public**

RESOLVED – That the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) The appendix to the report referred to in Minute No. 109 under the terms of Access to Information Procedure Rule 10.4(3) and on the grounds that the appendix details the cost estimate for constructing the arena based on the RIBA Stage D+ design and specifications and reviews the funding strategy for the development of the building. It is considered that the public interest in maintaining this information as exempt outweighs the public interest in disclosing the information, as disclosure would prejudice the outcome of the procurement process for the appointment of the contractor to undertake the building works contract, as the contractor could structure their tender to match the Council's cost estimate and hence the Council may not achieve full value for money in terms of the cost to the Council of developing the arena.

97 **Late Items**

There were no late items as such, however, it was noted that supplementary information had been circulated to Board Members following the despatch of the agenda as follows:-

- (a) A revised set of recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision, both of which were in respect of the item entitled, 'Transforming Day Opportunities for Adults with Learning Disabilities' (Minute No. 113 refers).
- (b) Supplementary information in the form of a 'Map Book' document, which related to the item entitled, 'Natural Resources and Waste Development Plan Document: Publication Draft' (Minute No. 108 refers).

- (c) Supplementary information providing several points of clarification in respect of the submitted report from the viewpoint of the deputation to Council on 15th September 2010, regarding local residents' concern at access to Throstle Nest Villa, Horsforth (Minute No. 107 refers).

98 Declaration of Interests

Councillors A Carter, Golton, Murray, Ogilvie, R Lewis and Blake all declared personal interests in the item relating to the future of Council Housing (Minute No. 111 refers), due to their respective positions as either a Board Director or an Area Panel member of an Arms Length Management Organisation (ALMO) or Belle Isle Tenant Management Organisation (BITMO).

A further declaration of interest was made at a later point in the meeting. (Minute No. 111 refers).

99 Minutes

RESOLVED – That the minutes of the meeting held on 13th October 2010 be approved as a correct record.

RESOURCES AND CORPORATE FUNCTIONS

100 Government Spending Review 2010

The Director of Resources submitted a report providing information about the Government's announcement on 20th October 2010 in respect of its Spending Review. The report highlighted the overall implications for Local Authorities and detailed proposals for the development of the Council's budget setting process, including the proposed delivery of a consultation exercise.

RESOLVED –

- (a) That the details of the Spending Review, as detailed within the submitted report, be noted.
- (b) That the approach to stakeholder engagement and related budget timetables, as outlined within the submitted report and appendix, be approved, subject to the final review of the consultation document.

101 Treasury Management Strategy Update 2010/2011

The Director of Resources submitted a report providing a review of, and update on the Treasury Management Strategy for 2010/2011 which was approved by Executive Board on 12th February 2010.

RESOLVED – That the update on the Treasury Management borrowing and investment strategy for 2010/2011 be noted.

102 Capital Programme Update 2010 - 2014

The Director of Resources submitted a report summarising the financial details of the 2010/2011 month 6 Capital Programme position. In addition, the report also sought approval to transfer some schemes to the reserved Capital Programme, following the conclusion of the capital review and detailed the action being taken in respect of individual capital schemes to ensure that the

overall level of the Capital Programme expenditure could be managed within the ever changing resource position.

Following Members' comments, it was suggested that further consideration was given to the capital programme by the cross-party Member Working Group recently established to consider the Council's budget setting process, with formal representations being made to the Secretary of State for the Department for Communities and Local Government on behalf of the Council in support of key investment decisions which were dependent upon further Government approval.

RESOLVED –

- (a) That the latest position on the general fund and Housing Revenue Account capital programmes be noted.
- (b) That the transfer to the reserved capital programme of those schemes classified as 'red' within Appendix B to the submitted report, be approved.
- (c) That further business cases be considered in relation to schemes classified as 'amber' within Appendix B to the submitted report.
- (d) That the transfer of £250,000 from the reserved to the funded programme in relation to the Kirkgate Market business support scheme be approved.
- (e) That an injection into the capital programme of £750,000 be agreed, and that authority be given to spend of £598,000 on the replacement of vehicles, the revenue cost of which is provided for within ALMO budgets.
- (f) That authority be given to spend of £685,000 on equipment purchases within the Parks, Sport and Adult Social Care services.
- (g) That an injection into the capital programme and authority to spend of £208,200 for East Leeds Household Waste Site funded through a government grant of £188,200 and third party funding of £20,000 be agreed.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

103 Financial Health Monitoring 2010/2011 - Half Year Report

The Director of Resources submitted a report outlining the financial health position for 2010/2011 at the half way stage of the financial year. In addition, the report detailed revenue expenditure and income projected to the year end, whilst highlighting other key financial indicators including Council Tax collection and the payment of creditors.

Members discussed the budgetary pressures specifically within Adult Social Care, with reference being made to the closer working relationships required to be established with the NHS and other health service providers.

Having made reference to the costs incurred by Local Authorities in respect of court fees when obtaining court orders as part of Councils' statutory duties, it was suggested that formal representations were made on this issue to the Secretary of State for Children, Schools and Families on behalf of this Council.

RESOLVED –

- (a) That the projected financial position of the authority after six months of the 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 further to (a) above, the actions which Directorates are currently taking, including using identified underspends to offset projected areas of overspend be noted.
- (c) That approval be given to the release of £733,000 from the Housing Revenue Account Reserve to fund the cost of a replacement Care Ring emergency alarm scheme, and the injection of the same amount into the Capital Programme.
- (d) That approval be given to the virements within Adult Social Care, as detailed within paragraph 3.4 of the submitted report.

104 Licensing Act 2003 - Statement of Licensing Policy

The Assistant Chief Executive (Corporate Governance) submitted a report presenting the outcomes arising from the review and public consultation exercise undertaken in respect of the Licensing Act 2003 Statement of Licensing Policy 2011–2013 and which invited the Board to recommend the formal approval of the Policy to full Council.

Following Members' references regarding the current levels of access to alcohol in the city, officers undertook to provide the relevant Members with responses to their specific enquiries regarding the possible actions which could be taken to address issues relating to the operating hours of licensed premises, and the high concentration of such premises in certain areas.

RESOLVED –

- (a) That the responses to the consultation undertaken and the Final Consultation Report, as detailed within Appendix 2 to the submitted report be noted, that the proposed responses to the consultation exercise be endorsed, and that full Council be recommended to approve such responses as the Council's formal response to the matters raised during the consultation.

- (b) That the revised draft Statement of Licensing Policy, as set out within Appendix 1 to the submitted report be noted, and that full Council be recommended to approve this document as the final Policy under the Licensing Act 2003.
- (c) That the decisions detailed at (a) and (b) above be exempt from the provisions of Call In, due to being matters reserved to Council.

105 Scrutiny Board Recommendations

The Chief Democratic Services Officer submitted a report providing a summary of the responses to Scrutiny Board recommendations received since the last Executive Board meeting.

RESOLVED – That the responses to the recommendations of the Scrutiny Board (Health), as detailed within the submitted report, be noted.

DEVELOPMENT AND REGENERATION

106 Deputation to Council - Wetherby Town Council Seeking Provision of a Mini-Roundabout at the Top of Crossley Street, Wetherby

The Acting Director of City Development submitted a report in response to the deputation to Council on 21st April 2010 from Wetherby Town Council regarding support for the provision of a mini-roundabout at the junction of A661, Spofforth Hill and Linton Road.

RESOLVED –

- (a) That the contents of the submitted report be noted.
- (b) That the provision of a mini-roundabout at the junction of the A661, Spofforth Hill and Linton Road be supported in principle.
- (c) That the provision of £30,000 of the scheme costs from Highways and Transportation budgets be supported.
- (d) That agreement be given to the scheme being injected into the programme, subject to the remaining verbally agreed £25,000 of the costs which is coming from local funding being confirmed in writing.

107 Deputation to Council - Local Residents Concerned at Access to Throstle Nest Villa, Horsforth

The Chief Planning Officer submitted a report in response to the deputation to Council on 15th September 2010 from local residents regarding their concerns in respect of access to Throstle Nest Villa, Horsforth.

Supplementary information providing several points of clarification from the viewpoint of the deputation in respect of the submitted report had been circulated to Board Members following the despatch of the agenda.

RESOLVED – That the response to the deputation, as detailed within the submitted report, be noted.

108 Natural Resources and Waste Development Plan Document: Publication Draft

The Acting Director of City Development submitted a report presenting the Leeds Local Development Framework Natural Resources and Waste Development Plan Document for consideration and which invited the Board to consider the recommendation of the Development Plan Panel to approve the document for the purposes of publication and public participation.

A 'Map Book' which accompanied the Leeds Local Development Framework Natural Resources and Waste Development Plan Document had been circulated to Board Members in advance of the meeting for their consideration.

Following a brief discussion, Members received responses to their enquiries regarding the opportunities for the Council in terms of energy generation.

RESOLVED – That the recommendation of the Development Plan Panel be noted, and that approval be given to the Natural Resources & Waste Development Plan Document, together with the sustainability appraisal report and other relevant supporting documentation, for the purposes of publication and public participation.

109 Design and Cost Report - Leeds Arena

Further to Minute No. 228, 7th April 2010, the Acting Director of City Development submitted a report providing an update on the progress made in pursuing the development of the arena at Clay Pit Lane, regarding proposals for a design and cost freeze at RIBA Stage D+ for the proposed development and seeking authorisation of related expenditure and letting of contracts.

Following consideration of the appendix 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 progress made in pursuing the development of the arena at Clay Pit Lane, be noted.
- (b) That the design and cost freeze at RIBA Stage D+ for the proposed development of the arena at Clay Pit Lane, be approved.
- (c) That subject to the tender sum being within the project budget, authority be given to the letting of the contract to the preferred participating contractor (or the reserve contractor should the need arise) and the incurring of expenditure of £61,199,000 from existing budget provision (Capital Scheme No. 13307/COM/000) on the proposed development of the Leeds arena at Clay Pit Lane.

ENVIRONMENTAL SERVICES

110 Dog Control Orders

The Director of Environment and Neighbourhoods submitted a report outlining the outcome of the consultation exercise undertaken in respect of the Dog Control Order implementation process and which sought approval to implement specified Dog Control Order Powers under the Clean Neighbourhoods and Environment Act 2005 with effect from 1st January 2011.

RESOLVED –

- (a) That the proposals for Dog Control Orders, as contained within the submitted report, be approved, and that approval also be given to the project's progression to Phase 2.
- (b) That the following prescribed Dog Control Orders be approved:-
 - Limit the number of dogs which can be walked by a person to 6;
 - Exclude dogs from the prescribed areas as listed within the submitted report;
 - Introduce the 'dogs on leads by direction' Order.
- (c) That Scrutiny Board (Environment and Neighbourhoods) be requested to monitor the enforcement of the Dog Control Orders established at (a) and (b) above, with an update report being submitted to Executive Board in due course.
- (d) That a further report be submitted to the Board regarding the potential role which could be played by Area Committees in the development and the enforcement of the Dog Control Orders.

NEIGHBOURHOODS AND HOUSING

111 The Future of Council Housing

Further to Minute No. 168, 14th January 2009, the Director of Environment and Neighbourhoods submitted a report providing details of the outcomes from the Future of Council Housing Review, making recommendations both in relation to key reforms to the current system and also regarding a preferred model for Council house provision in Leeds, in addition to outlining proposals regarding a change in relationship between the Council and the ALMOs, with regard to pension liabilities.

With regard to the long term vision for the management of council housing provision in Leeds, the following options were outlined within the submitted report:-

1. Returning the management of the stock to the Council;
2. Transferring the ownership of the stock to a Housing Association, created for the purpose of the transfer;
3. A mixed approach which could involve ALMOs, PFI, transfer and return to the Council parts of the stock;
4. The continuation of an ALMO model.

RESOLVED –

- (a) That the continuation of the three ALMO model be supported.
- (b) That the establishment of the Strategic Governance Board and a Shared Services Centre, as set out within the submitted report, be agreed, subject to the addition of the Chair and the Chief Executive of Belle Isle Tenant Management Organisation (BITMO) to the membership of the Strategic Governance Board.
- (c) That the revisions to the Management Agreements and constitutions of the ALMOs, in order to reflect the role of the Strategic Board, be agreed.
- (d) That approval be given to phased implementation from 1st April 2011, with work beginning immediately on the change programme.
- (e) That the proposals for the future arrangements regarding the provision of FRS17 in relation to the ALMOs be agreed.
- (f) That the transfer of ALMO cash reserves not identified to be used to sustain their business plans to the Housing Revenue Account be agreed.
- (g) That the Director of Environment and Neighbourhoods together with the ALMO Chief Executives, be required to bring a report back to the March 2011 Executive Board, outlining the progress towards implementation of the above recommendations and the savings both achieved and planned.

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

(Councillor A Blackburn declared a personal interest in this item, due to her position as a Director of West North West Leeds Homes ALMO)

ADULT HEALTH AND SOCIAL CARE

112 Deputation to Council - Unison Leeds Community Health regarding NHS Leeds and Social Enterprise

The Director of Adult Social Services submitted a report in response to the deputation to Council on 15th September 2010 from Unison Leeds Community Health regarding NHS Leeds and Social Enterprise.

RESOLVED –

- (a) That the response to the Unison Leeds Community Health deputation to Council be noted.

- (b) That no further action be taken in respect of the request that Executive Board refer this matter to Health Scrutiny on the grounds that arrangements are in place for Scrutiny Board (Health) to consider plans for the re-organisation of community health services in Leeds at its meeting on 23rd November 2010.
- (c) That it be noted that the Leader of the Council has written to NHS Leeds confirming the Council's support for Foundation Trust status for Leeds Community Healthcare based upon the integration of health and social care services.

113 Transforming Day Opportunities for Adults with Learning Disabilities

Further to Minute No. 180, 14th January 2009, the Director of Adult Social Services submitted a report regarding proposals to accelerate the programme aimed at transforming the delivery of day services for adults with learning disabilities by Adult Social Care in Leeds.

A revised set of the report's recommendations in addition to supplementary information regarding attendance levels for Learning Disability Fulfilling Lives service provision had been circulated to Board Members following the despatch of the agenda, but in advance of the meeting.

RESOLVED –

- (a) That the Board notes the progress made so far in the day services transformation programme, as approved by the Board in January 2009, particularly in relation to the successful reprovision of services at Moorend Fulfilling Lives Service and the next steps for West Ardsley by the end of 2011.
- (b) That the proposal to re-design the pattern of service provision to a maximum of two days per week for those who live in accommodation based services, be approved.
- (c) That the proposal to cease the delivery of day services from Horsforth and Wetherby by the end of 2011 and develop more local community based services in consultation with service users, their carers and a range of alternative service providers be noted, with a further report being provided to Executive Board in order to advise on the alternative community facilities to be used, prior to implementation.
- (d) That the Board notes the further review of both Potternewton and Ramshead Wood scheduled for early 2012, in order to determine which day centre could be re-provided once current and future need has been determined, with the outcome of the review being reported to Executive Board.

(Under the provisions of Council Procedure Rule 16.5, Councillors A Carter and Golton respectively required it to be recorded that they abstained from voting on the decisions referred to within this minute).

114 Domiciliary Care Strategy and Reablement

Further to Minute No. 102, 21st October 2005, the Director of Adult Social Services submitted a report providing information on the provision of homecare services and outlined plans to further develop such services in line with the commissioning strategy and both national and local developments. The report also detailed plans to establish a reablement service in Leeds, in order to promote independence and ensure users remained within their community whilst reducing their need for long term health and social care.

RESOLVED –

- (a) That the contents of the submitted report be noted, specifically in terms of:-
- the plans and timescales for establishing a reablement service;
 - the proposals to further improve productivity and restructure the long-term in house homecare service;
 - the proposals to establish a partnership with Commercial Services for the future management of the long-term service.
- (b) That the Board notes a further report will be jointly produced by Adult Social Care and Commercial Services in July 2011, recommending the future strategic direction of the service, including options for the future provision of the long-term community support service.

DATE OF PUBLICATION: 5TH NOVEMBER 2010

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 12TH NOVEMBER 2010 (5.00 P.M.)

(Scrutiny Support will notify Directors of any items called in by 12.00noon on 15th November 2010).